

Austria	50.15	Indonesia	Rs 1600	Philippines	Pes. 20
Banana	On 0.800	Italy	L 1100	Portugal	Esc 60
Belgium	Br 35	Japan	Y 550	S. Arabia	Rs 5.50
Canada	C\$2.50	Japan	Fls 500	Singapore	S\$ 3.90
Denmark	Dkr 7.00	Korea	Fls 450	Spain	Pe 6.65
Egypt	P 30	Lebanon	Fls 600	Sweden	Cs 6.50
Finland	Fls 1.00	Lebanon	Fls 600	Switzerland	Fr 4.20
France	Fr 5.00	Malta	Rs 1.85	Tunisia	On 6.00
Germany	DM 2.00	Morocco	On 2.25	Turkey	L 120
Greece	Dr 50	Netherlands	N 2.25	U.A.E.	On 6.00
Iraq	Dr 15	Malta	Rs 2.00	U.S.A.	\$1.50

# FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Thursday December 16 1982

D 8523 B

## NEWS SUMMARY

### GENERAL

**British health pay row settled**

Britain's health service workers are to end their bitter pay struggle after nine months.

The Trades Union Congress health committee took 90 minutes to vote 13-8 to accept the Government offer of 6 to 7.5 per cent increases this year, with a further 4.5 per cent for 1983-84.

The decision is a boost for the Cabinet's campaign to hold down wage increases. Page 16

### Token farm rises

Britain and West Germany may be offered only token EEC farm price increases next year. France and Belgium are among the countries that stand to do better. Page 16

### Yemen toll rises

Rescue workers dug another 1,000 bodies from ruined buildings in North Yemen, bringing the total killed by Monday's earthquake to more than 2,000.

### Union men convicted

Roy Williams, president of the Teamsters, the biggest union in the U.S., and four other union officials and associates were convicted in Chicago of attempting to bribe former Senator Howard Cannon to help avert deregulation of the haulage industry.

### Wales stays away

Polish workers' leader Lech Walesa, who plans to take part in a public meeting at Gdansk this afternoon, did not attend the local prosecutor's office yesterday, saying the summons arrived late. Page 2

### Afghan exile's tale

Afghan secret service chief Lt Gen Ghulam Siddiq Miraki, who has defected to Pakistan, claimed that Soviet leader Leonid Brezhnev, who died last month, had planned to annex Afghanistan.

### Darmstadt bomb

A U.S. Army captain was injured when a bomb exploded in his car at Darmstadt, the 80th terrorist strike against U.S. interests in West Germany this year.

### German arrests

West German police recovered three sub-machine guns stolen from the bodyguards of Foreign Minister Hans-Dietrich Genscher, and arrested three suspects in a Wuppertal games parlour.

### Hungarian swoop

Hungarian police seized duplicating machines and publications in a series of night raids to clamp down on dissident publishing activities. Page 2

### New Zealand move

New Zealand's Government introduced legislation to overturn a legal judgement that a wage freeze for 187,000 public servants contravened the Act under which they were employed.

### S. African explosion

An explosion damaged an electricity station at Vereeniging, near Johannesburg, and power was cut to some areas.

### Briefly...

Three drug traffickers were hanged near Ipoh, Malaysia.

China is plagued by rats, who have thrived as the snake and cat populations have declined.

Singapore cargo ship rescued 60 who abandoned an Indian Pacific freighter 700 miles off the U.S. Pacific coast.

Peruvian coastguards arrested seven Greenpeace anti-whaling protesters and their ship.

### BUSINESS

**Grundig fears on Thomson deal**

● **GRUNDIG**, the West German electrical and electronics group, is concerned that political obstacles may prevent the deal that Thomson-Brandt of France should take a 75 per cent interest. It has also been having talks with German electrical group Robert Bosch and the Dutch multinational Philips, which has a 24.5 per cent share in Grundig. Page 16

● **DOLLAR** was a little firmer, closing at DM 2.45 (DM 2.41), FFr 6.9475 (FFr 6.9175), SwFr 2.0875 (SwFr 2.0825) and Y244.75 (Y244.5).

The Bank of England trade-weighted index rose from 120.9 to 121.3. Page 34

● **STERLING** fell 35 points to \$1.612, and from Y285 to Y394.75. But it improved to DM 3.9525 (from DM 3.945), FFr 11.185 (FFr 11.17), and SwFr 3.2075 (SwFr 3.2065). Its trade weighting edged down from 83.9 to 83.8. Page 34

● **GOLD** fell \$12.75 in London to \$437.25, by \$11.75 in Frankfurt to \$437.75, and by \$12 in Zurich to \$438.5. Page 23

● **COPPER** cash high grade

closed at 892.64. Page 24

● **TOKYO**: Nikkei Dow index fell 36.57 to 7,822.95. Stock Exchange index eased 1.86 to 580.77. Page 24

● **HONG KONG**: Hang Seng index slipped 0.85 to 802.89. Page 24

● **AUSTRALIAN** all-share index closed 2.1 down at 477.4. Page 24

● **FRANKFURT**: Commerzbank index dropped 8.2 to 743.3. Page 24

● **WALL STREET**: Dow Jones index closed 16.74 down at 892.64. Page 24

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● **IRAN** has approached South Korea for help in finishing the war-damaged petrochemical project at Bandar Khomeini, about which it has not come to terms with Japan. Page 5

● **WEST GERMAN** unemployment will peak at nearly 3m, about 12.5 per cent of the workforce, in early 1984, the Kiel Institute of World Economics forecasts.

● **DENMARK**'s national debt will rise by Dkr 200bn (\$23.46bn), according to the chief economist of the Federation of Danish Industries.

● **U.S. INDUSTRIAL** production fell 0.4 per cent in November, following 0.8 per cent falls in the previous two months. Page 4

● **AT&T**, the leading U.S. telephone company, boosted net profits for the year ended November 7.4 per cent to \$7.21bn, though fourth quarter figures were 3 per cent down. Page 17

● **TOSHIBA**, Japanese electrical goods group, reported profits 10 per cent lower for the half ended September, at Y18.5bn (\$176m). Page 19

● **THYSSEN INDUSTRIE**, German steel maker, expects to transfer 78.7m (\$32.1m) profits to its group parent for the year ended September, after rationalisation brought a dramatic improvement. Page 17

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## EUROPEAN NEWS

## Rift opens in ranks of W. German union

By Stewart Fleming in Frankfurt  
EVIDENCE of a growing split in the ranks of West Germany's largest trade union, the 2.7m-strong IG Metall, over its forthcoming wage claim emerged yesterday when union representatives in the state of Hessen said they were in favour of pressing for a 7 per cent increase.

Earlier this month, the executive board of the union had recommended an opening claim of 6.5 per cent.

The decision in the state of Hessen was followed quickly by an announcement from the union's North Rhine-Westphalia branch, which covers the depressed Rhine region, that it supported the 6.5 per cent proposal.

Earlier this week, however, union representatives in the state of Baden-Württemberg said they wanted to press for a 7.5 per cent rise. There are some 560,000 union members in the state.

Together with the 320,000-strong Hessen branch, representatives of almost 300,000 union members have now indicated that they disapprove of the union leadership's recommendation.

The executive board meets again on Monday of next week to make the final decision on the union's opening strategy in next year's talks. It is widely expected that the board will decide to stick with the 6.5 per cent figure.

Union officials dismiss suggestions that the regional decisions in Hessen and Baden-Württemberg represent a challenge to the authority of the union leadership, arguing that they are an indication of flexibility and democracy within the organisation.

Two years ago it is pointed out, Hessen pressed for a higher claim than the executive board was recommending.

They did that even though conditions in different regions of the country are reflected in the different claim proposals.

They are aware, too, however, that in the last year the authority of the union bureaucracy has been weakened and can scarcely relish the prospect of opening wage talks with the employers against the background of disunity within their own ranks.

Nicholas Colchester and Jonathan Carr interview the former West German chancellor in Bonn

## Schmidt and snuff box retire quietly into the limelight

"WELCOME TO THE DESERT," said Herr Helmut Schmidt with an ironic smile, leading the way into his new office in the West German Parliament building in Bonn.

The room with a view of gardens bordering the Rhine is arguably more comfortable than his old office in the Chancellery. And Herr Schmidt does not behave like an outcast, condemned to lonely and dismal meditation.

Two months after the parli-

The ex-Chancellor stressed that no one should expect a single remedy for the world's ills.

ametary no-confidence vote which swept him from government, he is sleeping longer, playing more chess, going to the theatre and generally enjoying his private life as he has had little chance to do for years. Only mention of Helmut Kohl, the Free Democrat leader who switched coalition partners to form the new centre-right government — disturbed Herr Schmidt's equanimity in the course of a two-hour talk. Herr Genscher's conduct clearly isn't rankles — and if the ex-Chancellor's expression of controlled ferocity is anything to go by, it will do so for a long time yet.

Armed with his inevitable snuff box and a pack of men's cigarettes on the table, he is more than ready to do the economic and financial job which the press was not prepared to lay all the blame at Washington's door.

Europe had proved incapable of organising itself well enough to provide leadership either, because of "national egotism" in many countries which had caused major damage.

There was, Herr Schmidt reflected coolly, no real collect-

tive leadership in economic matters. Of the last four major international gatherings, the International Monetary Fund (IMF) meeting in Toronto had been useful because it opened many eyes to the problems of banking and international debt; the Gatt meeting in Geneva had at least managed to head off a collapse which at one time had seemed likely; and the European summit in Copenhagen had been neither a clear hindrance nor a help.

The ex-Chancellor and long-standing "Summiteer" stressed, moreover, that while it was good for world leaders to get together and talk, no one should expect a single remedy for the world's economic ills to emerge from these discussions. There was no such wonder-cure.

That said, it was equally true that no single country — not even the United States — could solve its economic problems alone. International economic and financial interdependence had reached a level inconceivable in the 1950s, so that attempted remedies applied in one country quickly had consequences in another.

The crucial task was to see that economic policy measures were both nationally appropriate and internationally complementary.

The role of the IMF should be strengthened, as it was the only institution in position to tie the necessary conditions to large-scale lending. Last but not least, the aim should be greater currency stability.

Was the world really happy with the situation after almost a decade of floating, Herr Schmidt asked? He very much desired it. When he and M. Valéry Giscard d'Estaing, the former French President, created the European Monetary System (EMS) they had had two main ideas in mind. One was to establish a mechanism which, by its very existence, would impose an extra discipline on the economic policies of the member countries.

Second, the aim was to create an entity which would allow a little less dependence on the U.S. dollar than would otherwise have been the case.

Did Britain's absence from full membership of the System undermine achievement of the latter aim? Yes, Herr Schmidt replied with regret, it had meant that from the start the EMS was only a torso. None the less, he felt financial and economic development in the member countries would have

been still more divergent if the System had not existed.

Herr Schmidt was at his most animated when he turned to Eastern Europe and to his talk last December near East Berlin with Herr Erich Honecker, the East German leader. Despite fundamental differences there were clear parallels of interest between the two German states, Herr Schmidt said, among them the desire for economic co-operation and the need to preserve peace. After all, Germany would be the battlefield if there were another war in Europe.

"Both East Berlin and Bonn are aware of these parallels," he said, "although there are those in East and West Europe who are not at all pleased that this is so. Herr Honecker speaks German as well as German, albeit as a Communist German."

Did this intriguing remark mean Herr Schmidt felt closer to Herr Honecker than to other leaders in the East? The ex-Chancellor avoided a direct answer. He expressed respect for the Hungarian leader, Janos Kadar, who "with remarkable skill, in circumstances of great

difficulty, has created an atmosphere of individual freedom for his people."

He had also been personally very close to Mr Edward Girek, the former Polish leader. "His economic notions seemed to me romantic and naïve to say the least. But one thing pleased me very much — and that was the honesty with which he strove for reconciliation between our two people after more than 200 years of German-Polish conflict."

Herr Schmidt felt that Bonn had been better able to master this burden from the past than the East Germans. "Although the East Berlin leaders had long since recognized the western border of Poland, they are very worried that they might be drawn into difficulties because of the will to freedom of the Polish people. So it is that today a certain wave of anti-Polish sentiment emanates from East Berlin," he noted.

It was quite wrong, Herr Schmidt stressed, to put all Communist states into the same basket without looking at the historical, social and cultural background in each case. That applied, not least to the Rus-

sians, with all their commandoism. "Hostile to strangers, yet at the same time capable of great hospitality. Brutal, but at the same time sentimental, Imperialistic (and don't forget the biggest territorial gains for Russia were made not by the Communists but before, by the Czars) yet full of a yearning for God."

One scene in particular remained clearly in his mind — that banquet speech in the Kremlin in July, 1980, when he had criticised Russia's intervention in Afghanistan and its build-up of intermediate-range nuclear missiles.

"In the toughest speech any Western leader has given in the Kremlin," said Herr Schmidt, with evident pride. "Although I delivered it in a courteous tone."

"Next to me on my left sat (Soviet Communist Party ideologist Mikhail) Suslov — following the Russian text with a finger. He was clearly shocked.

Opposite me sat Leopold Ilich Brezhnev, also following the text with a finger. But at the end he stood up and clapped — so Suslov had to get up and clap too."



"I would like to play the role of Jim Callaghan... a strong character... a dependable human being" — Helmut Schmidt

After the banquet, the members of the Politburo went off into a hallway. In the corner of the hall — and the German side — realized it was time to leave. Still with no sign whether the Russians would be prepared to negotiate on the missiles with the West or not.

The meeting next morning started a bit late — but then it became clear that Brezhnev had got his way and that the Russians were, after all, ready to negotiate.

Herr Schmidt paused, gazed

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## Walesa appearance worries authorities

By Christopher Bobinski in Warsaw

THE POLISH authorities yesterday faced a dilemma over Mr Lech Walesa's proposed intention to appear in public this afternoon at the monument outside the Gdansk Lenin shipyard on the 12th anniversary of demonstrations there.

Mr Walesa, leader of the banned Solidarity union, was summoned to the local prosecutor's office yesterday presumably to be warned against taking part in the traditional gathering, but he was not there, claiming the summons did not arrive in time.

The authorities have not given permission for a gathering at the monument, and have said that the demonstrators will be dispersed "regardless."

They have also issued a veiled threat in the form of a communiqué following an official audit of the finances of the Solidarity branch in Gdansk during which "irregularities" were allegedly discovered.

### Peaceful struggle

The communiqué says that the regional leadership, in effect, Mr Walesa is responsible and the veiled hint is that he could face prosecution.

A text of the speech Mr Walesa has said he wants to make is available to journalists.

It is a moderate statement in which Mr Walesa seems to accept the formal dissolution of Solidarity yet urges a legal and peaceful struggle for its aims.

Had he no regrets when he switched on the TV and saw his successor, Chancellor Helmut Kohl, going through the business of government? The ex-Chancellor countered that he did not watch TV. The problem did not arise.

In closing, Herr Schmidt did permit himself the revelation of one rather surprising ambition. He would like to play the role of Mr Jim Callaghan, the former British Labour Prime Minister.

"But what role does he play?"

"A good question. Ask him and you'll get my answer." A pause, and then: "He is a strong character. A dependable human being."

He said Hungary had high expectations for the forthcoming top-level Comecon conference.

Mr Josef Marjai, the Hungarian deputy Prime Minister, made his proposal in Moscow, where he met senior Soviet Government officials responsible for the economy.

Hungarian officials said they hoped the new Soviet leader, Mr Yuri Andropov, who has shown considerable interest in Hungary's economic reform programme since his period as ambassador to Budapest in the 1950s, will be more open to calls for Comecon reforms than his predecessor, the late Mr László Rákosi.

Budapest newspapers carried brief reports on the action, saying police had investigated a breach of the law and confiscated illegal duplicating machines and unauthorised publications.

Speaking of the dedication of a new Hungarian trade office in Moscow, Mr Marjai said Comecon needed to take a "definite step forward" and must introduce "qualitative changes" because of the "situation of our economies."

He said Hungary had high expectations for the forthcoming top-level Comecon conference.

A Comecon summit conference next year was previously urged by President Gustav Husák, the Czechoslovak leader, but no firm indication was given until now that it would be held.

Hungarian officials explained that the most urgently needed Comecon reform is to turn the transferable rouble into "real money."

The transferable rouble at present is little more than an accounting device for clearing bilateral trade between Comecon countries.

In the past, Budapest has actively used the creation of a convertible currency for use within Comecon, but has never made a formal proposal to the Communist economic organisation.

The lack of a convertible currency in Comecon is seen as one of the main impediments to the transfer of heavy duties.

Similarly, imports from the West have been slashed by most Comecon countries. This has made them more dependent on substitutes from other Comecon members, which, however, have been very slow in coming.

## Police raid publishers in Budapest

By LESLIE COLLYN IN BERLIN

HUNGARY has called for "qualitative changes" to be made in economic relations between the Communist countries at a forthcoming Comecon summit conference.

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Hungarian officials said they hoped the new Soviet leader, Mr Yuri Andropov, who has shown considerable interest in Hungary's economic reform programme since his period as ambassador to Budapest in the 1950s, will be more open to calls for Comecon reforms than his predecessor, the late Mr László Rákosi.

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Wales  
appearance  
authorities

## EUROPEAN NEWS

## Commission orders zinc producers to end 'mutual' help

By GILES MERRITT IN BRUSSELS

LEADING EUROPEAN zinc producers have been given a stern order by the European Commission to desist from "mutual assistance" pacts, and two of the five companies involved have been heavily fined by Brussels for infringing EEC competition law.

But the Brussels Commission's action against what officials describe as a "grey area" of competition distortion in the zinc industry coincides ironically with EEC moves to establish a new form of zinc industry cartel that would encourage the EEC's 12 major producers to accelerate their restructuring efforts.

Under a scheme that the European Commission is understood to be backing, a "joint closures fund" worth up to \$44m would be set up by the main producers to help to pay for shutting at least 150,000 tonnes of excess yearly capacity, equivalent to some 10 per cent of the EEC's total installed zinc-producing capability.

Members of the proposed closures cartel would all subscribe to the fund and would receive some \$220 for each tonne of capacity that

was permanently closed. Only the French and Belgian Governments are believed to be resisting the plan, for fear that zinc sectors would be cut too sharply.

Commission officials were yesterday making plain that there was no contradiction between Brussels' support for a closures arrangement in zinc and its decision to clamp down on reciprocal supply and market-sharing deals that have for 15 years or more been a notable feature of the EEC zinc industry. They argued that under Article 85 of the Rome Treaty's competition section, the closures cartel would benefit the consumer, while the various "grey area" practices did not.

The five companies that have been told they must drop their restrictive practices are Royale Asturienne, Rheinisch Zinkwalzwerk, Penarroya, Vieille Montagne and Prayon of Belgium. The first two concern have been fined 400,000 Ecu (European Currency Units) and 500,000 Ecu respectively for operating briefly a system to curb imports that was designed to protect their respective French and German domestic markets.

## UK steel to benefit from price flexibility

By Our Brussels Staff

BRITAIN yesterday secured a flexible steel pricing formula from the European Commission intended to prevent UK steelmakers from being hit by the new steel guideline prices that come into force on January 1.

The special deal now worked out between the UK and Brussels aims to take account of sterling's volatile level against the European Currency Unit (Ecu), which is the basis of ECU currencies on which the prices of the 15 main steel product categories are being based.

The effect of the compromise agreement is that UK steelmakers, notably the British Steel Corporation, will in the New Year be able to post domestic prices that are marginally lower than those of their Continental competitors.

Had the British Government not won the right to average out the exchange rate between sterling and the Ecu over a period of three months, the result would have been that British steel producers' list prices would have been lifted by some 2-3 per cent

## Search continues for common coal policy

By JOHN WYLES IN BRUSSELS



Viscount Etienne Davignon

FROM THE point of view of the British Government, a new EEC policy which would ease the burden of London's payments to the Community budget and at the same time give a practical demonstration of the benefits of EEC membership to Mr Arthur Scargill has set upon and is determined to resist. Britain wants to see special retraining and other social aid measures to help cope with redundancies.

There is also an addendum, as yet unspoken, saying that if Britain's position is not reflected publicly, then the Prime Minister, with not too much faith at all in long-term policy solutions to the budget problem. Instead, she will fight as hard and for as long as is necessary to retain the system of special rebates.

Mr John Moore, Britain's Parliamentary Under Secretary for Energy, will not be alone in arguing the case for coal in Copenhagen today.

West Germany, the second largest producer with an output last year of 95.5m tonnes, is generally sympathetic and certainly anxious to maintain an existing system of coal rebates.

It is also clear about its EEC budget balance and ought to welcome a policy which could directly benefit its troubled coal industry.

The Commission, meanwhile, also wants to be helpful, having produced a report earlier this year which in British eyes goes something like this: "You and other Community governments keep telling me that I must wait for and, indeed, encourage the development of new EEC policies in order to see a permanent solution to the problem of Britain's budget

storage and marketing of solid fuels should be more a matter of Community concern. The Community's overall aim is less dependence on imported energy, particularly oil, and the Commission suggests Minister might want to consider spending more EEC money on the production and distribution of coal, lignite and peat.

The British have been more specific and tabled six "desirable" elements for an EEC coal policy:

• Payment by the Community of interest rate subsidies on investment in economic coal production.

• Community aid for restructuring the coal industry. With imports now accounting for 23

per cent of total consumption in the Ten, Whitehall accepts domestic UK production is likely to fall over the next decade—a possibility which Mr Scargill has seized upon and is determined to resist. Britain wants to see special retraining and other social aid measures to help cope with redundancies.

• EEC support for cyclically high pithead stocks. These add to security of supplies, but are expensive to maintain.

• Environmental measures, encouraged by the Community, to deal with the impact of coal mining.

• More transparent pricing to ensure that coal is sold to consumers at prevailing market rates—the British have doubts about price levels in Germany, Belgium and France.

• Community aids for infrastructural and coal handling developments as well as to encourage consumption.

Even if all Britain's partners were to embrace this programme today, it would be unlikely ever to yield more than a modest contribution to reducing the UK's net payment to the Brussels budget. Rebates totalling £1.445m were needed in 1980 and 1981 partially to offset London's payments of £1.68m and it would be remarkable if similar resources were put at the coal industry's disposal.

In addition, a coal policy will

be no help at all to the UK unless everyone agrees that it should be financed out of the general EEC budget, as distinct from the Coal and Steel Community budget which is much smaller and financed by levies on the two industries and by direct government contributions. However, the British and the Commission would be prepared to argue that the general budget is there to finance Community policies and energy is undoubtedly one of those.

The attitude taken today by the Energy Commissioner, the indefatigable Viscount Etienne Davignon, could be of singular importance. If he puts his considerable negotiating talents behind the search for a coal policy, then real progress is possible over the next few months. His importance in relation to the British budget problem will not have escaped M Davignon particularly at a time when the European Parliament is loudly demanding policy solutions to the British budget question and not rebates linked to "phoney" spending programmes.

Finally, some effective spadework on behalf of British interests might put the shine back in M Davignon's image in London. His rather suffered somewhat because of his leading role in organising the humiliating majority vote against the UK on farm prices in May.

## French inflation accelerates but remains on target for year

By DAVID HOUSEGO IN PARIS



M. Jacques Delors

THE FRENCH inflation rate accelerated in November after the end of the four-month price freeze.

According to provisional figures released yesterday, prices rose 1 per cent in November compared with a cumulative 1.5 per cent during the July-October period. Over the 12 months to the end of November, prices have thus risen 9.4 per cent.

The sharper increase in November reflects the rise in prices of a number of products for which increases were permitted at the end of the freeze. These included cars, clothing, food items and certain public tariffs, including the railways and the Paris Metro.

But prices still remain subject to government regulation over a wide area, keeping the "nominal" rate of inflation below the "true" rate, i.e. net inflationary pressures in the economy are partly reflected in large deficits run up by public-sector corporations.

None the less, the Government now seems assured of achieving its 1982 target of bringing inflation below 10 per cent for the year. The cumulative increase for the first 11 months is 8.6 per cent, and in the

months ahead inflation should also benefit from a slowdown in prices worldwide and from the fall in the dollar.

But to maintain the anti-inflationary momentum, M Jacques Delors, the Minister of Finance, has

announced that monetary norms next year will be tighter than this, when a 12½ to 13½ per cent target was set. The new norm is expected to be close to 10 per cent, in line with the Government's aim of an 8 per cent inflation rate.

The impact of the deflationary measures taken since the devaluation of the franc in June has been further demonstrated in the latest Bank of France inquiry into business activity, published yesterday. This shows that industry anticipated continued stagnation at the end of the year and into 1983.

An important factor in this, the Bank of France says, is the fall in export orders, particularly from the EEC.

The slowdown is not yet being reflected in an increase in bankruptcies. According to new figures, also published yesterday, the number of companies going bankrupt fell marginally on a seasonally adjusted basis to 1,714 from 1,824 in October.

During the first 11 months of the year, some 19,000 companies have gone into liquidation—slightly fewer than in the same period last year.

## Shultz call for Spain to stay within Nato

MADRID—Mr George Shultz, the U.S. Secretary of State, told Spain's new Socialist Government yesterday that he hoped Spain would decide to remain in the North Atlantic Treaty Organisation.

Mr Shultz arrived in Madrid earlier in the day on the next to last stop of his two-week tour of European capitals. He is due in London today.

Although Spain has a new Socialist Government, the Reagan Administration clearly hopes to maintain the same good relations it had with the previous Government. Mr Shultz said his visit here was intended "to support democracy in Spain."

"A major effort here is to sort of tip our hats to the fact that the democratic tradition in Spain seems to be growing and we are very supportive of it."

AP Reuter

ish residents in the colony waiting to cross the border queued at the gates and by midnight were pushing impatiently to be let through.

Mr Josep Ojea, 56, a Spanish electrician who works in Gibraltar, said he was going to see his family, which he had not been able to afford to visit during the blockade.

"What's important is that Franco's Spain is out and that the Socialists are showing us the right way."

Until yesterday only ambulances and hearses were allowed through the gates and the only way off the rock was across the Straits of Gibraltar to Tangier by boat or plane.

Until five years ago, Gibraltarians could not even telephone Spain and divided families were forced to shoot news through the gates.

From La Linea, on the Spanish side, police said 102 people crossed into Spain in the first half-hour of the border being opened.

About 70 Gibraltarians and Brit-

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## AMERICAN NEWS

## Regan supports Fed policy as industrial production sinks

BY ANATOLE KALETSKY IN WASHINGTON

AMID further indications that the U.S. economy is sinking still deeper into recession, the Reagan administration expressed unqualified support yesterday for the Federal Reserve Board's efforts to lower interest rates and deflate the economy.

Mr Donald Regan, the Treasury Secretary, praised the Fed for easing monetary policy and deliberately encouraging interest rates to drop.

He said that the Fed's governors, who decided to cut the discount rate to 8.5 per cent on Monday despite the absence of downward market pressure on interest rates, were clearly signalling that "they would like to see lower interest rates."

But far from repeating any of his previous strictures about the dangers of monetary relaxation and the need to focus policy on monetary targets rather than interest rates, the Treasury secretary predicted that the Fed's actions would lead to further falls in interest rates "in the next several months." In a wide-ranging interview yesterday he dismissed suggestions that the Fed's easing threatened to reignite inflation.

Mr Regan's comments provided one of the clearest indications to date that the Reagan administration, like the Central Bank, is now preoccupied first and foremost with promoting economic recovery. The fight against inflation has been unexpectedly successful and worries about the dangers of a more relaxed policy are now confined to the impact such a policy could have on market expectations.

Industrial production figures published yesterday showed an 0.4 per cent fall during November, after 0.8 per cent decline in the previous two months.

The figures underlined the reasons for the Administration's growing anxiety about a recovery. Within the 0.4 per cent fall in overall industrial production reported for November, all the main industrial categories declined with the exception of defence and space equipment.

A slight upturn in consumer goods output during October was reversed. Investment goods production continues to fall rapidly. Surveys of investment intentions published last week by the Commerce Department showed that investment is likely to fall further in the next six months.

## Teamster chief convicted of conspiracy to bribe

BY PAUL BETTS IN NEW YORK

MR ROY WILLIAMS, President of the International Brotherhood of Teamsters, the huge and powerful trucking industry and transport union, was convicted yesterday by a federal jury in Chicago of conspiring to bribe a U.S. senator.

The jury also convicted four other teamster union related co-defendants of a charge of conspiracy, fraud and interstate travel to attempt to bribe Nevada Senator Howard Cannon, to help prevent legislation to deregulate the U.S. trucking industry. Senator Cannon was not indicted. The defendants will be sentenced on January 10.

The elaborate bribery scheme involved an offer to Senator Cannon to obtain the exclusive right to buy for a fixed price of \$1.4m some Teamster-owned property in Las Vegas.

Mr Williams and the four other defendants each face a possible five-year prison sentence and \$10,000 in fines on each of the 11 counts on which they were tried.

The other defendants include Mr Allen Massa, a millionaire Chicago insurance executive, Mr Joseph "Joey the Clown" Lombardo, a reputed mobster and said to be a liaison agent with the Teamsters for the Chicago crime syndicate, Mr Andrew Massa, a part-time employee of the Teamsters pension fund, and Mr Thomas O'Malley, a Teamster pension fund trustee and former Chicago police officer.

## New U.S. high-yield account launched

By Paul Taylor in New York

RESERVE Management Company, the financial services group which pioneered the money market fund in the U.S. and Mellon Bank, the 15th largest U.S. bank, yesterday launched the latest in a growing number of high-yield asset management accounts with full cheque book facilities.

The new account, called reserve cash performance account, is RMC's entry into a market dominated by Merrill Lynch's cash management account launched five months ago.

Mellon will provide processing services for the new account which will be marketed directly and through 137 regional brokers in the U.S.

The new account requires an initial customer deposit of \$10,000, convertible with Visa and/or Mastercharge cards which can be used to debit the account, a minimum \$2,000 credit line and unlimited cheque book facilities for an annual fee of \$50. The account also automatically transfers or "sweeps" available cash from a customer's brokerage account into the fund.

Deposits in the reserve account will initially be invested through a money market mutual fund in government securities.

As such, the account could be a strong competitor to the high interest insured and limited current accounts launched by the U.S. banks earlier this week.

Mr Bruce Kent, general partner of RMC, said: "Reserve CPA will appeal to those deciding not to develop their own asset management accounts or preferring not to invest through large brokerage firms with whom they complete."

Asset management accounts have grown increasingly popular in the U.S. with wealthy investors of the estimated 1.1m accounts Merrill Lynch, the Wall Street financial services group, has almost 900,000 accounts with about \$20bn in them. Merrill, which has tried to patent its account, has been followed into the market by a growing number of other financial services companies

Paul Betts follows the ups and downs of a British retailer's U.S. ventures

## Conran gambles on New York's 'singles'

MR TERENCE CONRAN is taking another calculated gamble in the U.S.—a market which has so far produced for Mr Conran more red than blue since the British home furnishing entrepreneur opened his first store in the U.S. five years ago. The latest venture is a new store, Mr Conran's eighth, in the U.S.—that just opened in the unusual location of Astor Place in the so-called Village district of Manhattan.

The store is on the dividing line between the "East Village", once the home of the hippies, and "Greenwich Village", former home of the beatniks. By opening in this New York neighbourhood, Mr Conran is in a sense breaking new ground. What is more, it is at a time when most retailers in the U.S. are cutting back or closing stores as a result of the prolonged recession.

"We think it will do very well," Mr Conran remarked over a cup of coffee in a ritzy new hotel overlooking Central Park. "During the last five years there has been a fairly massive change in the style of life in the U.S. There are a great deal more single apartments, there is a boom in homosexuality, and



Terence Conran... optimistic

furnishings business in the U.S. is now profitable for the first time.

"When we first came here we had a European trading philosophy: you know, a sort of austere idea about honest trading. Well we had to drop this and adapt to American principles of 'sale, sale, sale', promotional price reduction.

"We had to greatly increase advertising spending.

After a difficult start, we have been trading profitably since the beginning of this year."

Mr Conran plans to expand steadily but cautiously in the U.S. market. "The idea would be to open two or three new stores a year." At present, Mr Conran has concentrated exclusively on the eastern coast of the U.S., notably the New York area, Washington and, as of this year, Philadelphia.

Mr Conran appears to be finally getting his act together in the U.S. market. His first store in the U.S. (these operations nonetheless showed a trading loss of \$278,000 for the 12 months ended June 30), but he is battling to turn around the loss-making U.S. operations of Mothercare. This is the world's largest chain specialising in

during the first half of this year. "It is really odd how a man like Selim Zilkha could have made so many mistakes in the U.S. and of the business," Mr Conran said, referring to the entrepreneur who built Mothercare but who has now broken all ties with the successful company he founded.

"The problem with the U.S. business was that they were offering nothing but dull merchandise in the stores. They went downmarket and they did the same mistake but to a lesser extent in the UK and forgot the middle class market and forgot dealing with a young family aspirational group of people."

Mr Conran is optimistic about the long-term potential of the U.S. market. "We see it as a vast market, parallel to the whole of Europe. It is a very difficult one which, when you get it right, brings great rewards. We don't look at our investment as a sacrifice. The French do. They are still looking at the U.S. as a way of running away from Mitterrand. They are overreacting. And we are not running away from Mrs Thatcher."

## Fall in U.S. paper production

By Paul Taylor in New York

U.S. PAPER and paperboard production dropped 4.5 per cent to 36.5m tons this year, the American Paper Institute reported yesterday.

Louis Lamm, president of the association, representing the industry's one of year statement, said that production had reached a low point in mid-year but had showed "a small recovery" this autumn.

The report reveals that printing and writing papers fell by just 1 per cent to an estimated 15.7m tons over the previous year, a performance aided by stronger than expected newsprint consumption.

Paperboard demand, which more closely reflects industrial production, fell by 6 per cent with paper packaging grades also showing a 6 per cent decline. Wood pulp production declined in line with reduced domestic and export requirements to an estimated 4.5m tons. Production of market pulp fell by about 10 per cent to 5.5m tons.

## Concern over Surinam's future

By WALTER ELLIS IN AMSTERDAM

SURINAM has perhaps slumbered too long in its tropical heat and obscurity of the financial assistance. Since independence in 1975, the country has been in receipt of \$300m from the Netherlands alone, and a further \$870m at least had been promised over the next three years. American aid this year should amount to only \$1.5m, and cash from the EEC was to have reached nearly \$17.5m.

The question now is whether Col Bouterse himself claims that he wants to establish a purely Surinamese form of socialism linked to neither East nor West. He dismissed the mainly civilian government of President Henk Chin-Sen last February and, after putting down an attempted coup in March, installed a new regime under Mr Henry Neyhorst.

Things did not go well, however, as large numbers of demonstrators called for a more democratic less dictatorial

form of government, and last week the army mounted a punitive raid on the offices of the leading trade union, Moerdorp, two independent radio stations and a newspaper critical of the regime.

Should he remain in power and decide to resist the Dutch, the question then becomes to which foreign power he might look to fill the vacuum.

U.S. State Department officials said last weekend during a visit to The Hague by Mr Shultz that there was concern in Washington that an embattled Col Bouterse might revive old contacts with Cuba. This would alarm the U.S. which has acted

consistently to prevent Cuban-sponsored communism from taking root in the South American mainland.

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form of government, and last week the army mounted a punitive raid on the offices of the leading trade union, Moerdorp, two independent radio stations and a newspaper critical of the regime.

The Colonel said that an attempted coup had been mounted by the "rich economic elite" and as many as 40 of his enemies were shot dead while allegedly escaping from army custody.



Violence in Surinam has been

smoldering for much of this year amid claims by Col Bouterse of conspiracy against his regime at home and abroad.

In The Netherlands, the events in Surinam have dominated the news for the last week. There are nearly 200,000 Surinamese in The Netherlands, a lobby which in times of stress can mobilise thousands of people on the streets of The Hague. This compares with 350,000 who elected to remain in Surinam and face an uncertain future.

## OVERSEAS NEWS

One year after annexation, life on the Golan Heights is back to normal, writes David Lennon

## Golan Druze come to terms with Israeli rule

THERE WAS international uproar when Israel annexed the Golan Heights a year ago this week. The Syrians threatened war, the U.S. imposed sanctions, the UN General Assembly issued a condemnation, and the Arab Druze residents of the former Syrian territory went on strike.

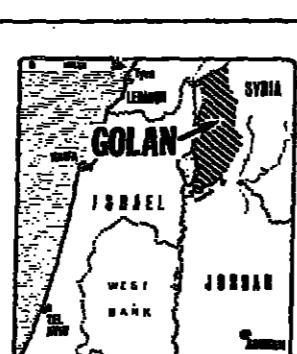
Today it is a forgotten event, and life on the Heights, which loom 3,000 ft over the Sea of Galilee and northern Israel, is completely normal. New settlements have been built, others expanded, and the Druze Arabs have ended their protest.

The Israeli invasion of Lebanon pushed the story out of the news and also effectively ended the six-month-long strike by the 14,000 Druze residents against the annexation and the identity cards issued by the Israeli Ministry of the Interior.

Here in Majdal Shams on the Golan, life has returned to the placid ways of a remote mountain town. The threatening crowds in the main square, who rocked my car when I visited the town the day after annexation, have gone.

Instead, the group of young men in the main square are friendly and talkative. They frankly admit that their strike against annexation and the issuing of Israeli civilian identity cards had fizzled out.

"We were running out of food. People have to feed their



## Public sector workers threaten strike

ISRAEL'S 400,000 public sector workers are threatening to strike from today if no agreement is reached on a new wage agreement, writes David Lennon in Tel Aviv.

Last week public sector workers staged a two-day warning strike which paralysed Government operations. Unions representing the workers say this time the strike will be unlimited in duration.

Leaders of the Druze are a religious sect which split from Islam in the 11th century and most of them live in Syria and Lebanon. There is also a small community in Israel which was recently in the news because of their concern over the state of the Druze in Lebanon.

The Golan Druze live in four villages at the northern end of the Heights and their main worry all along has been about what would happen to them if the Golan reverted to Syria.

Though most of them appear to be well satisfied with the improvements of their standard of living under Israeli rule, they felt they had to protest at the

annexation, if only to show the Syrians that they were still living citizens of Damascus.

It was the question of their Arab identity which helped to prolong the refusal to accept Israeli identity cards. Mr Hayel Abu Saleh, Mayor of Majdal Shams for the past eight years and Mr Alim Abu Saleh's uncle, explained that most of the protesters wanted the word "Arab" noted on their identity card. The nationality entry on the card simply said "Druze".

Mr Yoram Aridor, the Finance Minister, has warned the unions that if they do not

accept the Government's offer, he will introduce legislation to guarantee workers' real wages and dispense with collective bargaining.

The trade unions have responded by accusing the minister of "dictatorial behaviour".

The clash between the Finance Minister and the Histadrut is part of an attempt by Mr Aridor to curb the power of the Histadrut

building a new city to replace Kuneitra, the former capital of the Heights, which now lies a broken ruin in the de-militarised zone between the Israeli and Syrian borders.

The face of the dull and inhospitable rocky basin plateau is gradually being changed by the Israeli settlers who live in 32 new villages. Huge tracts of the 700 square mile area have been cleared for crops, especially in the southern half.

Mr Shimon Shreves, chairman of the Golan Settlements Committee, did not think a year ago that the Ammunition Bill would have much practical effect upon the 7,000-plus Jewish settlers who began moving there after the 1967 war.

Looking at the Golan today, however, one is struck by the stretches of improved roads, the teams of workers laying new pipelines and expansion of the settlements. Here, the quality of the housing, changing from the rudimentary prefabricated units to modern two-storey homes.

This also underscores the fact that Israel's decision to annex the Golan for decades to come. This can be seen in the development of the Israeli farming settlements on the plateau.

It is further underlined by the fact that, on the other side of the border, Syria has begun

building a new city to replace

## Zimbabwe fuel supply fears grow in wake of attack on Beira

By Tony Hawkin in Harare

ZIMBABWE officials flew to the Mozambique port of Beira yesterday to carry out their own assessment of the damage suffered by the oil tank farm

complex attacked by Mozambique Resistance Movement (MRM) saboteurs last week.

The Zimbabwe Government is still withholding details of the fuel supply position, but according to some observers it is the most serious since independence two and a half years ago.

Reports from Beira say a total of 41 tanks were destroyed in the attack which also extensively damaged the feeder system of oil pipes from the BP complex to the main Beira-Mutare oil pipeline.

The tanks destroyed include some owned by BP (Zimbabwe) and some owned by the Mozambique Development Corporation.

The MRM, claiming responsibility for the attack, said the oil depot had been attacked in retaliation against the Zimbabwe decision to send troops to Mozambique to defend not just the oil pipeline but also the railway lines from Zimbabwe to the port of Beira and Mutare.

The Mutare line has been the target of frequent attacks and as a result Zimbabwe's ports are increasingly using rail from Durban or routeing their traffic through Komatiport in South Africa to Mutare.

With the government withholding comment on the fuel supply position, it is very difficult to assess its seriousness.

Some observers say Zimbabwe is down to 16 days of fuel reserves and that as a result South Africa has been asked to send emergency supplies from its Sasol oil-from-coal plant.

According to industrialists it will take at least until the end of this month to repair the feeder pipes at the Beira complex and no fuel will come through the pipeline until January 3. This means that Zimbabwe must now draw supplies from South Africa or by rail from either Beira or Mutare.

The cost of the damage to the tank farm and distribution complex is put at \$25m (£3.4m).

The crisis has come at a bad moment for Zimbabwe coinciding with the onset of the rainy season when diesel demand for ploughing and planting is at its peak and also when many private motorists are making holiday trips.

The crisis also emphasises the extent to which Zimbabwe

## WORLD TRADE NEWS

## Iran asks Seoul to help finish Bandar Khomeini project

By JUREK MARTIN IN TOKYO

THE GOVERNMENT of Iran has approached South Korea for assistance in completing the war-damaged petrochemical facility at Bandar Khomeini.

This has been disclosed by officials of Mitsui, a leading member of the Japanese consortium, the Iran Chemical Corporation (ICDC), which is involved in the project with Iran's National Petroleum Company.

The officials were unable to shed further light on the nature of the Iranian approach, but they doubted whether any government, including Korea's, would either be willing or able to respond positively.

ICDC's position, frequently stated over the last year, is that Bandar Khomeini is no longer feasible as originally conceived. The single, and huge, option would be for Iran to take it over as a national project, providing all future finance, and completely underway, leaving any future foreign involvement.

This would be a daunting proposition. No precise estimates of the extent of the damage inflicted by six major bombing raids on the site by the Iraqi air force remain. The project was 85 per cent complete at the time, but damage is assumed to be severe.

In addition, the refinery at Abadan, which was to supply naptha, was destroyed by Iraqi

## Foreign share of French textile market passes 50%

By DAVID WHITE IN PARIS

THE FOREIGN share of the French textile market has passed the 50 per cent barrier this year, according to the manufacturers' body Union des Industries Textiles.

Preliminary figures show a 1 per cent increase in industrial activity in the sector this year. But imports have been the first to gain from a volume growth of about 8.5 per cent in household purchases of textile products.

The growth, stimulated by the Socialist administration's move to boost low salaries, has righted the imbalance in France's textile trade with the U.S. Imports are reckoned to have gained three percentage points to reach 52 per cent of the French market. Exports, meanwhile, are estimated to have declined slightly.

Exports, which account for 41 per cent of France's output of textiles, and clothing, now cover only 75 per cent of imports, as against 86 per cent last year. The ratio is expected to improve even more in 1983.

France's trade deficit for the sector reached FF 6.4bn in the first 10 months and is estimated at FF 7.5bn (2.67bn) for the year.

M Séjournet called for closer monitoring of imports but said the industry was not demanding a new "Poitiers," referring to the customs measures imposed against imports of video equipment.

Helped by recent relief measures to ease social charges and financing costs, investment in the French textile industry has increased and the rate of work force reduction has been reduced to 1.2 per cent of the 285,000 currently employed in the sector.

But the outlook for next year is poor, with domestic demand for finished products expected to fall below the 1982 level, and with no sign of strong recovery among Frenchmain foreign clients.

Exports, which account for

## Filipino plantation talks reach critical stage

By DAVID DODWELL IN MANILA

ELEVEN-HOUR talks aimed at removing obstacles to British involvement in a controversial plantation project in the Southern Philippines reached a critical stage yesterday, according to officials involved in the discussions.

A £6.5m loan by the Commonwealth Development Corporation (CDC), one of Britain's leading aid agencies, for a 8,000-hectare plantation in Agusan del Sur on the southern Philippines island of Mindanao, has been stalled for several months by Mr Neil Marten, Minister for Overseas Development.

The delay has become critical since the project, jointly run by the Philippine National Development Corporation (NDC) and Guthrie Plantations of Malaysia, is starved of cash for planting new palms.

The CDC's regional representative, based in Singapore, arrived in Manila this week to begin discussions. Late yesterday, a decision was understood to hang in the balance.

Officials involved in the talks said the negotiations were "an extremely delicate stage" and a compromise—if one is to be reached—is expected to be found today. The outcome is unlikely to be known for certain.

## Astra-Dow Chemical link

By CARLA RAPORT

DOW CHEMICAL, the second largest U.S. chemical company, has reached agreement with Astra, the Swedish pharmaceutical company, to market Dow's pharmaceutical products in the Nordic countries.

Dow has been expanding its pharmaceutical activities as part of its strategy to offset falling profits in its bulk petrochemical businesses.

The agreement with Astra, which covers Sweden, Norway, Finland and Iceland, gives the Swedish company responsibility for the total launch and marketing of Dow products in those countries.

In 1981, Dow recorded sales in pharmaceutical and over-the-

A high price is being paid to keep some yards busy, Richard Cowper reports

## South Korea shipbuilders feel chill winds

SOUTH KOREA is beginning to pay the penalty as well as reaping the rewards for its aggressive and expansionary foray into world shipbuilding.

Its ship exports this year will be almost double the 1981 total in value, but company officials say the order outlook is bleak and some admit to having paid a high price in terms of profitability to keep yards relatively busy.

Japanese workers were evacuated from the site in 1980 and none have returned, but a Japanese technical team has been in Teekin since October on a slowdown project to assist in assessing if the project has any hopes of a second start.

The president of ICDC, Mr Kenji Yamaguchi, is in Teekin this week for a progress report and to negotiate with the Iranian authorities.

But Mr Yamaguchi's basic position remains that resumption would only be possible under four escalating conditions: the end of the war, return to normality in Iran itself (meaning certain freedom from U.S. intervention), that accepted the first resolution of Japanese personnel in 1979, restoration of infrastructure services, including airline flights, and, finally, and critically, the Iranian guarantee to make a loss this year.

The outlook would be even starker if it were not for Daewoo's shipyards in the first 10 months of 1982 are down by 17 per cent, to 1.33m gross registered tons, and there is almost universal agreement that it will be much lower next year.

The 1982 figure includes a

SOUTH KOREA'S SHIPYARDS (million gross registered tonnes)		
Year	Actual	Order book (end year)
1975	0.4	1.1
1976	0.7	1.1
1977	0.6	1.1
1978	0.8	0.7
1979	0.6	1.3
1980	0.6	2.3
1981	1.2	3.0
1982*	1.6	2.5

Forecast based on first 10 months.

Sources: Korean Ministry of Commerce and Industry

major U.S. deal which has prevented a much larger drop.

Mr Chung, Tae Sung, shipbuilding director at the Commerce and Industry Ministry, says Korean yards are currently working to keep them going until the latter part of next year, but agrees that the outlook for 1984 is depressing.

"We expect a serious decrease in the new order book for 1983. We did well this year in numbers, but the financial conditions and the prices involved were very tough," he says. Next year, he forecasts that new export deliveries should total around \$1.7bn (\$1.06bn).

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The 1982 figure includes a

812,000 dwt) was announced in April, but promptly ran into financing problems. These appear to have been largely solved, and late last month the Government gave the go-ahead, in principle, for the deal.

Without it Daewoo's massive 3,600m new shipyard at Okpo, opened only last year, would be working at less than 50 per cent of capacity in 1983.

Mr H. K. Chae, managing director of Daewoo, says: "In 1983 there will be very few yards that will make a profit. Next year all the yards will compete just to survive. Every yard in the same state. Our life-line is the 14-ship container

service."

Perhaps the hardest hit has been South Korea's biggest shipbuilder Hyundai. Last year the company exported \$600m worth of ships and built 907,000 gross tonnes of ships (almost 80 per cent of the country's total output).

This year it will do even better, exporting over \$1bn worth of orders.

Only last month the company's Mipo dockyard launched four new ships repairing dry docks costing around \$152m to boost dock capacity to 2.15m dwt.

But despite the expansion and the record output, gloom, perhaps even a hint of desperation, now appears to be affecting the company's senior managers.

Mr Y. H. Cho, the senior

manager of the company's ships sales department says: "We did well to make a profit in 1981. We won't do so this year. I doubt whether we'll get into the black before 1984."

According to Mr Cho, at the end of the year the company's order book will be substantially below that of last year. New orders in 1982, he says, are down by half.

Worse than this, he maintains: "Prices this year have fallen 25 to 30 per cent, with resale values down even more sharply. As our prices for some ships are already below construction cost it will be dangerous to sell them cheaply."

Earlier this year, the Association of West European Shipbuilders attacked Korea for continuing to expand at a time of recession and over-capacity.

The Association also complained that Europe could not compete with prices that were

## Dry cargo recovery 'in early 1985'

By Andrew Fisher  
Shipping Correspondent

WORLD SHIPPING markets are unlikely to start moving strongly ahead until early 1985, although a gradual recovery could start late next year, according to the research arm of London shipbrokers Eggar Forrester.

The impetus for a rise in freight markets would come from iron ore transport for the steel industry. Trade linked with steel, also including coking coal, scrap and end-products, accounts for some 30 per cent of dry cargo business.

The surplus of world tonnage over demand is likely to start declining near the end of 1983, said Terminal Operators, the subsidiary which produced the shipping market study.

The tonnage balance is expected to continue improving during 1984 and 1985, leading to a rise in freight rates. It described the current shipping slump as "probably more serious than any previous."

The study, which concentrates on dry cargo markets, said some slackness in the market—as the shipping line tonnage is laid-up—will initially hold back the rise in rates.

The tonnage surplus is expected to peak in the first half of 1984 at 28.7m dwt of supply comparing with 33.0m dwt of demand.

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THE CONTRIBUTORS

For further information contact: External Communications, P.O. Box 41, Portsmouth PO6 3AU.



IBM UNITED KINGDOM LIMITED

## UK NEWS

## Pym challenged over control of cruise missiles

By IVER OWEN

MINISTERS were forced on to the defensive yesterday over the proposals to deploy U.S. cruise missiles in Britain when Mr Francis Pym, the Foreign Secretary, admitted in the house of commons that he was unable to give an assurance that Britain would be able to veto their use.

He was challenged on the issue by Mr Denis Healey, the Labour deputy leader, who opened an emergency debate on Nato's nuclear weapons policy, and by Dr David Owen, deputy leader of the Social Democratic Party.

Mr Healey said that if the Prime Minister and Cabinet did not have dual control over the cruise missiles, it would mark a departure from previous agreements governing the location of U.S. nuclear capabilities in Britain.

To Labour cheers, he demanded an assurance that if cruise missiles were deployed in Britain, they would be subjected to "exactly the same dual control arrangements" which had featured in earlier agreements with the U.S.

Mr Pym replied: "I cannot give that assurance." But he acknowledged that such an arrangement would be "highly desirable" and hinted that the Government was likely to seek the necessary agreement before U.S. cruise missiles were installed in Britain.

He was adamant that the deployment would go ahead with the deployment of 160 cruise missiles in Britain at the end of next year unless the Soviet Union agreed to dismantle all the SS20 and other intermediate, land-based nuclear missiles targeted on Western Europe.

He maintained that to adopt any other approach would be to rule out any real prospect of an agreement between the Soviet Union and the Nato allies on balanced and verifiable reductions in nuclear weapons.

Mr Pym warned that demonstrations in support of unilateral disarmament by Britain were strengthening Russian hopes of being able to achieve their objective of



Pym: unable to give assurance

## Shipyard orders will not save 1,800 jobs

By Andrew Fisher

THE £585m boost to British Shipbuilders' (BS) depleted order books as a result of the latest UK naval orders will not prevent the nationalised group from cutting some 1,800 jobs by the end of next March.

Nor does it seem likely that the 83,000 BS workers will be offered a pay increase next spring after the 5.5 per cent settlement this year.

Mr Robert Atkinson, the BS chairman, this week explained the *tough situation in shipbuilding* to trade unions at a meeting in Newcastle. Orders for merchant ships have slumped worldwide.

The UK orders for four new Type 22 frigates, two each to be built by Yarrow in Scotland and Swan Hunter on the Tyne in North-East England, and for two anti-mine vessels at Vosper Thornycroft in Southampton, had been taken into account when the BS chairman met the union representatives.

Mr Atkinson said that apart from the job reductions, action would be taken to cut costs. One of the most effective ways of doing so is likely to include an attempt to keep wages and salaries static next year.

The addition of the warship orders announced this week brings BS' naval order book up to £2.3bn. This will be raised by Imperial Chemical Industries (ICI) has announced a similar exercise which could affect up to half of its 1,650 staff who work in its headquarters in London.

Mr Atkinson claimed that public concern on both sides of the Atlantic about Nato's excessive dependence on nuclear weapons was greater than ever before.

He strongly attacked the Prime Minister's attitude to nuclear disarmament and suggested that her posture was making the task of the Foreign Secretary and the Foreign Office all the more difficult.

"I find myself appalled by the stony and callous indifference she seems to show to the idea of arms control and her tendency deliberately to provoke jingoistic hysteria on issues which demand rational and objective thought," he said.

Mr Healey said it was vital that the Government took the steps needed to convince the British people that it was using all its energy and ingenuity to stop the nuclear arms race.

"If it fails to do this, it will lose their confidence, will deserve to lose it, and its policies will surely fail," he said.

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(STD code 0903)

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## BP poised for Wytch oil control

By RAY DAFTER, ENERGY EDITOR

BRITISH PETROLEUM may submit a last-minute bid to British Gas to wrest the controlling interest in the Wytch Farm oil field in Dorset.

It is understood that BP is waiting to see the outcome of the deliberations by the corporation and the Department of Energy on bids submitted so far. But it was felt within the industry that the oil major would not be prepared to see the operator stay with British Gas or move to a small independent company.

It is thought that the bids were far short of the £450m valuation initially provided by British Gas. Stockbrokers said that bids may not have exceeded more than £150m, although it is known that each of the submissions was structured differently.

British Gas refused to say whether it had been prepared to recommend one of the bids to the Energy Department. A statement is not expected until next month.

Under the field development agreement with British Gas, BP has the option to buy the corporation's share by matching any other bid. It may decide to take up the option for one of at least three reasons:

● The other bids may be lower than its own valuation of the assets.

● It may not want to play second fiddle to a much smaller field operator.

● It may not want British Gas, without any equity stake, remaining as operator. There have been suggestions that British Gas might be paid a management fee to operate the field on behalf of a successful independent bidder.

BP need not end up in the field. Having bought British Gas's stake, it might then resell a substantial interest — perhaps to one of the original bidders — and retain the majority operating interest.

● BP is to cut its headquarters staff by about 40 per cent as part of a reorganisation of business interests. Mr Peter Walters, its chairman, said yesterday he hoped to reduce corporate head-

quarters staff in the City of London from about 575 to nearer 350 by the end of next year.

The move would involve some redundancies, he said, although it was hoped that a substantial number would be shed through natural wastage.

Mr Walters said he was seeking a "more cost-effective management structure." In future the headquarters would be primarily concerned with "strategic policies" embracing regional directorates; secretarial, legal and financial services; and the corporate affairs and planning departments.

The move is in line with a general trend in the oil and chemical industries to cut central overheads. Imperial Chemical Industries (ICI) has announced a similar exercise which could affect up to half of the 1,650 staff who work in its headquarters in London.

## Call to bar butter sales to Russia

By Kevin Brown

THE GOVERNMENT came under strong pressure from both sides of the House of Commons yesterday to stop the export of subsidised EEC butter to the Soviet Union.

Like bookmakers, the insurance companies and Lloyd's underwriters use the reinsurance market to lay off large parts of their portfolios of business and spread their risks.

Losses from insurance claims are spread among the many rather than borne by the few.

The department's new rules provide a monitoring system and will help identify when UK insurers or reinsurers are concentrating large parts of the portfolios of business with any one, and perhaps unreliable, reinsurance group.

Britain is one of the few countries to extend its supervision of the insurance community in the reinsurance area. Legislators have traditionally taken a benign view of reinsurance, accepting that its function is a vital adjunct of commercial activity to the world's insurance business.

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The improvement in the German company's position in the UK can be judged by the fact that imports began in 1953, just over 1m tonnes have been sold.

After the 16 per cent increase in sales from 86,202 last year, the company expects a further 12.5 per cent rise to 112,500 vehicles in 1983.

Car registrations alone have risen from 80,221 last year to an expected 92,000 for 1982 and are forecast to move to 102,000 in 1983.

This year, Volkswagen-Audi will take just over 8 per cent of the UK new car market and, if its estimates are correct, will lift this to 6.42 per cent in 1983.

"Does this mean that this matter is now going to pass outside our control and that the wishes of the Council of Ministers are to be flouted?" he asked.

Mr Buchan won wide support when he stressed that the discussions on arrangements for New Zealand imports could not be reopened.

Mr Tony Marlow, a Conservative MP, said the public felt a "strong revulsion" over cheap butter for Russia.

These measures are a step towards improving the disciplines in a community which in recent years has been rife with abuses. Legislators have traditionally taken a benign view of reinsurance, accepting that its function is a vital adjunct of commercial activity to the world's insurance business.

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## Marine insurance decision upheld

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

THE Court of Appeal yesterday upheld by a majority a Commercial Court ruling that a dispute between the Kuwait Insurance Company and a Liberian shipping company based in Dubai should be tried in Kuwait and not in England.

An appeal by Amin Rasheed Shipping Corporation against Mr Justice Bingham's decision in March to set aside an order giving Rasheed leave to serve English court proceedings on KIC in Kuwait was dismissed. Rasheed was given leave to appeal to the House of Lords.

The dispute concerned the vessel Al-Wahab, owned by Rasheed and insured by KIC, that was seized in a Saudi Arabian port on suspicion of carrying diesel oil from Saudi Arabia to the United Arab Emirates.

Rasheed gave notice of abandonment on the ground that the vessel was a constructive total loss; KIC rejected the notice; Rasheed began legal action.

Mr Justice Bingham decided in the Commercial Court that the marine insurance contract in dispute was governed by Kuwaiti law and that a Kuwaiti court, in any event, would be more familiar with local trading practices and better able to assess the evidence.

In the Appeal Court Lord Justice May decided that the contract, which closely followed the standard Lloyd's SG policy, was governed by English law. Mr Justice Bingham had been entitled, as a matter of practicality, to decide that the Kuwaiti court was the better forum.

Lord Justice Goff held that the governing law was that of Kuwait. He expressed no view on the practicalities.

Sir John Donaldson, the

Master of the Rolls, in a dissenting judgment, opted for English law and trial in England.

Lord Justice May said the crucial fact on the issue of the governing law was that the English language contract could not be properly construed or applied without at least some reference to the vast body of English legal learning and decisions.

He inclined to the view, however, that Justice demanded a Kuwaiti trial.

Lord Justice Goff was unable to accept Rasheed's contention that English was the proper law because there had been no marine insurance law in Kuwait when the policy was issued.

It was true, said the judge, that there had been no marine insurance law as such but there was a perfectly comprehensible basis on which the Kuwaiti courts, applying Kuwaiti law, could adjudicate on marine insurance disputes.

The fact that Kuwaiti lawyers and courts might have recourse to the practice and principles of English marine insurance law did not render their decisions any the less decisions on Kuwaiti law.

Certain English forms of contract — notably the Lloyd's SG policy — had become so much a part of the current international commerce that the use of such a policy did not indicate that English law should apply.

Sir John Donaldson said marine insurance was a new "industry" in Kuwait.

The practicalities marginally favoured a trial in England, said Sir John. The courts of the United States, English and Arabic, those who fixed the charter were in England, no translation of documents would be necessary.

### UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY—Indices of industrial production, manufacturing output (1975=100); engineering orders (1975=100); retail sales volume (1975=100); retail sales value (1975=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

	Indl.	Mfg.	Eng.	Retail output	Retail value*	Unem- ployed	Vacs
1981							
4th qtr.	101.0	89.6	90	105.4	168.5	2,609	104
1st qtr.	100.6	89.3	92	106.6	141.3	2,679	112
2nd qtr.	101.1	88.9	88	106.2	145.4	2,743	107
3rd qtr.	101.7	88.4	88	106.7	151.0	2,837	111
February	100.7	89.7	94	106.1	137.6	2,880	113
March	101.1	89.8	88	106.3	142.2	2,888	111
April	101.3	89.1	96	105.9	146.1	2,715	110
May	101.4	89.3	93	105.7	146.2	2,749	108
June	101.4	89.0	70	106.2	144.2	2,705	105
July	101.5	88.3	86	107.6	152.2	2,814	111
August	101.5	88.4	82	108.2	150.9	2,832	114
September	101.7	88.6	82	109.1	150.1	2,866	107
October	101.5	87.9	82	109.2	158.3	2,885	114
November				109.3		2,903	114

OUTPUT—By market sector: consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1975=100); housing starts (000s, monthly average).

	Consumer goods	Invest. goods	Intmd. goods	Eng. output	Metal mfg.	Textile etc.	Hous- ing etc. starts*
1981	93.3	89.3	122.9	85.8	82.3	75.6	11.6
1982	92.4	90.8	121.0	86.3	80.6	73.9	14.7
1st qtr.	91.8	91.6	122.0	86.5	77.3	72.1	17.5
2nd qtr.	91.4	91.4	122.6	86.5	71.8	71.7	17.7
March	92.0	92.0	122.0	86.0	82.0	75.0	15.2
April	92.0	92.0	121.0	87.0	71.0	72.0	17.5
May	92.0	92.0	121.0	86.0	80.0	74.0	17.1
June	92.0	92.0	122.0	87.0	79.0	73.0	17.7
July	91.0	92.0	121.0	86.0	72.0	70.0	17.6
August	91.0	92.0	122.0	87.0	72.0	71.0	17.3
September	92.0	92.0	122.0	87.0	72.0	70.0	16.5
October	92.0	92.0	122.0	87.0	72.0	74.0	15.8
November	92.0	92.0	122.0	86.0	69.0	73.0	15.0

EXTERNAL TRADE—Indices of export and import volume (1975=100); visible balance; current balance (£m); oil balance (£m); terms of trade (1975=100); exchange reserves.

	Export volume	Import volume	Visible balance	Current balance	Oil balance	Terms of trade	Resv. US\$bn*
1981	132.0	125.7	+490	+1,483	+696	90.2	23.35
1982	125.3	122.5	+323	+720	+707	101.4	18.97
1st qtr.	129.1	121.0	+103	+867	+882	101.1	17.70
2nd qtr.	124.5	125.5	+368	+968	+1,258	100.8	18.20
February	124.1	126.2	+177	+369	+1,049	100.8	23.37
March	124.0	121.0	+206	+231	+1,013	101.3	17.77
April	124.7	123.5	+224	+485	+406	101.4	18.16
May	132.0	134.0	-115	+148	+314	100.9	18.22
June	124.8	124.8	-7	+254	+162	101.0	17.70
July	125.7	124.0	+166	+368	+401	100.5	17.94
August	117.6	124.3	-37	+163	+484	101.5	18.11
September	130.3	128.2	+219	+439	+373	99.9	18.29
October	127.4	124.9	+259	+459	+496	98.7	18.20
November							18.00

FINANCIAL—Money supply M1 and sterling M3; bank advances in sterling to the private sector (three months' growth at annual rate); domestic credit expansion (£bn); building societies net inflow; HP, new credit; all seasonally adjusted. Minimum lending rate (end period).

	M1	M3	advances	Bank	HP	MLR
	%	%	%	£bn	£m	%
1981						
4th qtr.				+2,385	451	2,981
1982						
1st qtr.	2.1	8.2	26.2	+3,194	987	2,157
2nd qtr.	15.2	12.6	28.3	+4,851	1,206	2,399
March	8.0	6.9	17.1	+1,131	347	698
April	-3.3	4.8	26.1	+1,648	437	728
May	-0.5	9.5	26.8	+1,684	478	710
June	10.7	10.3	25.8	+1,515	459	699
July	14.2	11.4	25.8	+1,750	691	688
August	11.5	12.4	26.3	+2,036	437	854
September	13.0	25.8	1,439	668	845	
October	24.0	18.1	32.4	+2,967	763	800
November						

INFLATION—Indices of earnings (Jan 1975=100); basic materials and fuels, wholesale prices of manufactured products (1975=100); retail prices and food prices (1974=100); FTI (1975=100); commodity index (July 1982=100); trade weighted value of sterling (1975=100).

	Earnings	Basic matls.	Wholesale matls.	Food prices	FTI	Commodity index	Strg. value
1981	214.6	237.3	229.2	306.5	285.6	248.97	89.7
1982	218.9	238.2	234.3	311.			

## MANAGEMENT: Marketing

# Bell's tries a new mix in the U.S. whisky market

BY PAUL TAYLOR

FOR 15 years Arthur C. Bell and Sons, the Scotch whisky manufacturer, has been attempting to penetrate the lucrative U.S. market. So far it has been miserably unsuccessful.

While the company can claim the number 3 position worldwide with 7 per cent of total Scotch sales, its share of the 20m case-a-year U.S. market is a fraction of 1 per cent.

But Raymond Miquel, Bell's chief executive, is out to change that. With a mixture of bold new advertising, a grass roots marketing and a fierce determination, he aims to take between 5 and 8 per cent of the U.S. market within the decade "if not sooner."

If Miquel and Bell's succeed they will have achieved what most in the industry believe is close to impossible.

To win, the company has two options. Neither is easy. Either it must steal market share from the well entrenched brand leaders like J & B, Dewar's, Cutty Sark and Johnnie Walker, or Bell's must generate a new niche for the brand in a market which is, at best, in the doldrums.

Miquel says, quite frankly, that he does not mind how he travels the road, just so long as he gets there.

Nevertheless, the basic of the company's latest thrust into the market fits primarily into the second category. Miquel is trying to sell Bell's to a younger generation of Americans brought up, as liquor industry gurus are fond of observing, "on Coca Cola and Seven-up."

A snap-shot of the average U.S. Scotch drinker would probably show a male executive aged over 40, who drinks Scotch straight or with water.

Bell's, on the other hand, is aiming at the largely-untrapped female and younger segment of the market with money to spend and a sweet tooth.

These are the people who sent U.S. vodka, rum and white wine sales soaring in the 1970s and who helped push total whisky sales into second place to "white" liquors for the first time in 1979.

The answer for Bell's, Miquel believes, is to win the new generation over to Scotch with mixed drinks. The argument runs along similar lines to that of Muhammed and the mount-



Raymond Miquel: trying to raise Bell's share of the U.S. market to the 25 per cent it holds in the UK

tsin.

Bell's wants to see Scotch—preferably its own—drum with dry ginger or anything else which tempts the younger palate. This is a tried and tested formula for Bell's and one which helped Miquel boost the brand from 6 per cent of the UK market in 1979 to around 25 per cent today.

The first stage of the campaign started this summer with an advertising campaign into which Bell's is pouring \$2m this year and \$3m next. This compares with just \$1m last year.

It is still small money in a market where the brand-leaders spent between \$8m and \$10m last year. But Miquel is being selective.

### Billboards

Aided by the company's one U.S. representative, Herbert Kanter (who Miquel recruited from one of the company's former U.S. import agents), has targeted six key U.S. market places: New York, Chicago, Miami, the rest of Florida, Los Angeles and San Francisco.

The advertising budget is being split between magazines and what Miquel calls "billboard spectacles." These are the prime poster sites and Bell's is in the process of trading in many of its less-important bill-

board locations for such "spectaculars".

The other half of Bell's strategy is marketing. Bell's has been through three different import agents since 1963 searching for an agent willing to find ways to win over dubious retailers. Since 1979 the company has been with Monsieur Henri Wines (MHW) on a contract which now has one year to run. This relationship too is showing signs of strain.

While Miquel is careful not to criticise MHW he clearly has no love for the U.S. style of marketing. "The only way to sell a product is to get out into the field," he says. "Every time I arrive in the U.S. I spend the first day visiting 20 stores to check on sales, pricing and distribution."

In Miquel's absence that task falls to Kanter who makes seven week field trips visiting the target areas in between reporting back to Miquel in Scotland.

Miquel contrasts that with the traditional marketing of Bell's in the U.S. which was done by "somebody sitting behind a desk picking up a telephone and doing deals". Or, in the case of Bell's not doing deals.

Bell's has now been through the whole gamut of marketing "tricks"—everything from sample bottles to price cuts.

According to Miquel and Kanter things have settled down where Bell's is found. Miquel says that "now it is increasingly standing alongside the brand-leaders in the full range of (round) bottle sizes."

"The foundation has been laid," says Kanter, "but there is still a long way to go."

Bell's dissatisfaction with its performance in the U.S. is such that there have been suggestions that the company may drop MHW and set up its own import and marketing operation.

Miquel will only say, "We are a company that does not want to fail. If that does not work we will have to do something else."

Lawrence Sol, vice president of MHW, is equally coy. "Arthur Bell's is a good product and it is very understandable to see the frustration of Raymond Miquel in not being able to develop this market as he has done in the UK," he says.

"We are behind him 100 per cent but wishing does not make it sell. One needs a lot of



Bell's wants to see Scotch drunk with dry ginger or anything else which tempts the younger palate

U.S. LIQUOR MARKET (millions of 9-litre cases)					
(Fiscal)	1978	1979	1980	1981	1982
Distilled spirits	184.8	187.3	189	189.4	186.0
Scotch	22.8	22.3	21.6	20.8	20.0
Bottled scotch	14.4	13.9	13.1	12.2	11.1
U.S. bottled scotch	8.2	8.4	8.5	8.6	8.9

\* Preliminary estimates.

Source: Industry Analys

### Love affair

Scotch sales in the U.S. have been drifting steadily lower since 1978 although there are marked differences in performance between the various types of scotch with the premium malts and bulk imported brands doing relatively well against the standard brands.

Shipments are also down from a peak of 22m bottles in 1974 to just 21m bottles in the last 10 months of this year although that was a marginal improvement over last year.

While Peter Smith of the Scotch Whisky Association's public relations arm in the U.S. believes that sales should pick up when "the U.S. gets over its love affair with wine"; others

are more cautious.

The latest industry estimates are that total Scotch sales will fall by a further two or three per cent next year; Scotch bottled in Scotland will be down by as much as five or six per cent. Single malts, which still account for only a tiny proportion of the market should, however, fare better while the cheaper bulk brands bottled in the U.S. will continue to increase market share.

Most of Miquel's competitors admit his is a "contra market strategy" will succeed without massive additional expenditure.

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Nevertheless, most within the industry wish Bell's well. After all they reason that if the mixer campaign works it may well be their brands which benefit—and Bell's may be left knocking at the door.

## Advertising: it's a gift

BY FEONA MC-EWAN

GARAGES IN Britain go for girly calendars, banks and insurance companies plump for pets. The Nigerians, on the other hand, covet white marble. The Arabs go for gold and the Germans like leather.

The chances are that most of us have at some time or other been on the receiving end of the giveaway promotional product: a keyring with your petrol, a calendar from the greengrocer, or a diary from a valued contact.

The world of the industrial gift covers both business and advertising gifts—a close distinction some say, perhaps best expressed as the thank-you-for-things-past gift versus the remember-us-in-future gift.

Far from recession dampening such generous gestures, presenting in the company name seems to be enjoying something of a boom. One guesstimate puts the UK advertising gift market at around £50m a year.

This includes "wholesalers, advertising agencies as well as gift houses." The British Advertising Gift Distributors Association (Bagda) reckons its 40 member companies' turnover is £26m annually and growing. Bourne Publicity, which claims to be the largest company of its kind in Britain, reports a turnover of £5m this year, representing a one-third increase over last year.

"It's a tool of the whole advertising industry now," says Harry Eisner, who points out that customers are much more choosy and price and quality conscious now. "People are looking for lasting products and although we've had to fight for business, very few clients have cut out advertising gifts altogether." The average order he records is for around £500 to £800 though it can reach £20,000 to £40,000. Most items cost individually around £5 to £25.

"Companies have been realigning their budgets," says Maurice Hecker of Prestige Gifts and Gift Publicity, who recently announced their merger which they anticipate will make them a major force in Europe.

The spark that draws companies to this below-the-line form of advertising may be anything from a promotional campaign, product launches, sales aid programmes, conferences of special occasions.

"Virtually every company is small in the market for advertising gifts," says Harry Eisner, managing director of Industrial Gifts. "Traditional buyers like travel firms, airlines and garages are now joined increasingly by other service industries, including financial organisations like banks and insurance companies.

What began at the turn of the century as modest wall calendars simply inscribed with, say, a merchant's name, is now big business covering thousands of products.

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"Gifts can be a very effective way of advertising," believes John Beckett, Ford for one believes in this: for the launch of the Sierra, Bourne distributed Sierra-style wall-planners, lighters, jigsaws, calculators and more to 6,500 garages across 15 countries.

"As another example, take tractors, which are in a dimin-

ishing highly competitive market," says Beckett. "It is not better to put a cube pad on every farmer's desk than expect him to notice ads in the local press."

The expensive gift, certainly on the home front, seems a dying breed. Bagda secretary Herbert Hochfeld notes a shift in the market from the receiving end of the giveaway promotional product: a keyring with your petrol, a calendar from the greengrocer, or a diary from a valued contact.

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## TECHNOLOGY

DANGEROUS ENVIRONMENTS ARE THE TARGET OF THE LATEST AUTOMATED MACHINERY

# Robots fit for the fiery furnaces

BY ROY GARNER IN TOKYO

IMAGINE a metal elephant's trunk with a camera mounted on the end and you'll have a rough idea of the shape, size and movement characteristics of Toshiba Corporation's new "Self-Approach system," one of several robotic devices newly developed by the company for eventual deployment in nuclear power facilities, chemical plants and similar dangerous environments.

The robots, demonstrated in a Tokyo exhibition earlier this month, are all designed for inspection applications and mark a phase in automated Toshiba's R & D projects aimed at the realisation of future generations of nuclear power facility which feature near-total automation.

Toshiba is a leader in the field of BWR (boiling water reactor) nuclear power plants and its robot research department shares the same roof as the nuclear research teams, in the Energy Science and Technology laboratory in Kawasaki.

The capabilities of the new robots are such, however, that the company already envisages a range of potential markets far beyond their primary applications.

The robots come in four types: the self-approach inspection system, a floor-moving transporter robot, a monorail-based inspection system and a self-propelled pipe inspection robot.

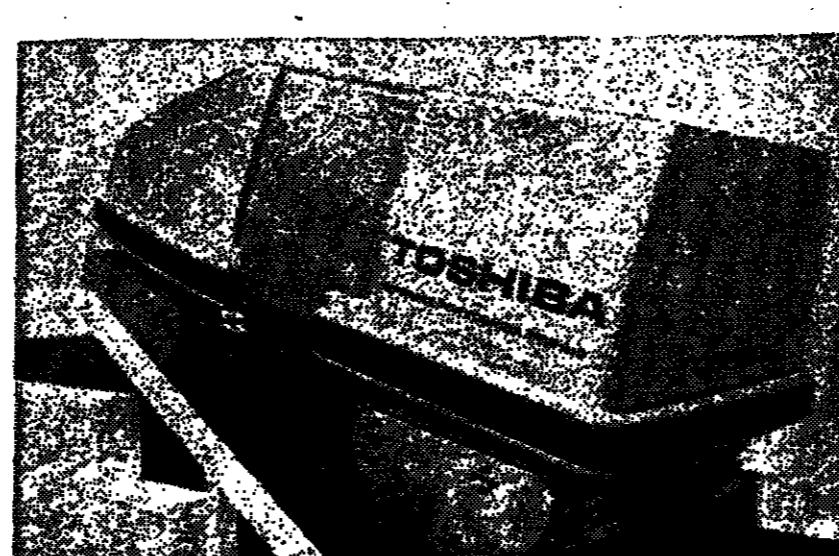
The self-approach system consists of an eight-jointed arm, with a girth of approximately 15 mm, 2.25 meters in length and weighing 23kg.

Each of the arm joints houses a sub-motor which allows a 100 degree movement on a total of 16 planes, not including the rotation and forward and reverse facilities.

A total of 56 "touch" sensors are distributed along the length of the arm, and these can be programmed to trigger



Shades of "Star Wars" R2D2; left, a monorail-based inspection robot reading meters. Right, a robot transporter.



another a curling movement of the arm section or a movement in the opposite direction. At the robot's extremity there is a miniature CCD (charged coupling device) camera, and this, and all the arm functions, are controlled by a 128K byte TOSBAC Micro 7 computer, programmed with in-house software.

The robotic arm was developed over a period of one and a half years by a four-man research team led by Kunio Asano. According to Asano, the new system can be mounted on anything from a floor transporter to a crane, and allows the comfortable inspection of previously inaccessible sections of power plant structures and equipment.

Another research team mem-

ber, Yoshiaki Arimura, suggested that other future applications for the robot might include underwater and space inspection tasks. The system will be in production by 1985.

The robot transporter is described as a floor-moving robotic vehicle and moves on four independent caterpillar tracks, powered by batteries and guided by light sensors. The transporter is designed either for use as a simple camera mounting or as the base for a more complex form of inspection unit.

The monorail-based unit also carries a CCD camera on an adjustable metal stalk, and is designed for use within large facilities where a track can be laid around the building adjacent to vital equipment such as steam generators and turbines.

The second stage of development will concentrate on robots capable of dealing with emergency repair operations.

Mitsubishi Heavy Industries is also involved in nuclear plant robot development. In August this year the company announced the joint development together

# FINANCIAL TIMES SURVEY

Thursday December 16 1982

## Thames Barrier

### End to threat of catastrophe

BY LYNTON McLAIN

FIFTEEN matter-of-fact words, written last month by Mr John Holloway, the deputy project manager for the Thames Barrier at the Greater London Council, marked, in a supreme understatement, the final stages of one of the greatest, most expensive and ingenious engineering projects seen in Britain since the Second World War.

The flow of the River Thames was stopped for the first time in its history on October 31, 1982 after the first full trial of the £450m Thames Barrier, backed by its £23m of downstream flood defences.

"The barrier can therefore be said to now provide an effective flood defence of London," Mr Holloway wrote on behalf of Mr Derek Ayres, his director of public health engineering, splitting an infinitive en route to getting this historic statement swiftly to the GLC public services and fire brigade committees.

These few words encapsulated three decades of talking, hesitating, decision, indecision by earlier participants, and finally an Act of Parliament 10 years ago which confirmed that a barrier would be built to straddle the Thames at Woolwich.

#### Confirmed

The words confirmed that the Thames Barrier did work as it was designed to a decade ago. The engineers and planners, and anxious watchers from the Ministry of Agriculture, Fisheries and Food which supervised the spending of taxpayers' money to help build the barrier, expected no less. The event was nevertheless

of enormous importance to the people of London and Mr Holloway's straightforward, unemotional statement that the barrier worked gave no hint of the disaster that could not now hit London.

It is a demonstrable mathematical certainty that a catastrophic flood will hit London one day.

This will be through a combination of high astronomical tides, severe weather and a threatening surge of storm water funnelled down the North Sea into the confines of the Thames Estuary. Before the barrier and the extensive downstream works of bank-raising and other smaller barriers, these factors could have raised the river level several feet over the pre-existing flood defences.

In 1953 such a disaster did happen. The east coast of England and parts of London were flooded and 300 people died.

This proved to be a turning point in the half-hearted debate that had been going on for centuries about the risks of flooding in London.

One of the earliest records is in the Anglo-Saxon Chronicle of 1089: "This year also, on the festival of St Martin (early in November) the sea flood sprung up to such a height and did so much harm as no man remembered that it ever did before."

The Government in 1953 set up the Waverley Committee to report on the east coast floods.

The oceanologists, hydrologists, water engineers and meteorologists who did risk analysis showed that a barrier across the Thames should be investigated.

He was unequivocal in his report. Tidal flooding in million Londoners homeless. The Isle of Dogs in docklands such magnitude that it could not be allowed to happen, he said.

Mathematical probability

studies showed that once every 2,000 years these river levels would be reached in London. But the physical environment of the Thames is not stable and the probability of a disastrous flood is increasing.

By 2030, flood conditions are

expected to be at their worst once every 1,000 years. The "once" could be tomorrow. Such are the niceties of probability analysis.

This could have made one million Londoners homeless.

The Isle of Dogs in docklands could have been under eight feet of water for six days. The Palace of Westminster and Whitehall could have been under three feet of water for a day. Public transport could have been ruined, the tube trains paralysed for six months and main line stations of British Rail put out of action.

In March 1972, a few months before the Bill reached the statute book, the Government and the GLC estimated that the Thames Barrier alone would cost £49m, in March 1972 prices.

Today, Londoners are safe from flooding, but only after the unprecedented expenditure of £782m (at June 1982 prices) for the Barrier itself and for the downstream flood defence works, including smaller barriers across inlets and creeks down the estuary.

To June this summer, £578m of this forecast final expenditure had actually been spent

#### THAMES FLOOD DEFENCES

(£m at June 1982)

	Original estimate December 1973	Final forecast	Total spent	Government grants
GLC Thames Barrier, Woolwich	88	450	332	265
GLC other flood defence works	37	73	82	38
Grant to GLC as contribution to water authorities to counter "reflected tidal wave" from barrier	—	—	—	15
Anglian Water Authorities	59	105	87	66
Southern Water Authority	32	72	56	35
Thames Water Authority	16	31	29	17
<b>TOTAL</b>	<b>232</b>	<b>733</b>	<b>576</b>	<b>436</b>

Source: Ministry of Agriculture, Fisheries and Food, December 1982

Photographs by Roger Taylor

At a cost of £730m London has been secured against the danger of catastrophic floods. It is a small price compared with the estimated £3.5bn such flooding would have caused in damage to property and life and disruption of the capital's transport and other services

engineering contracts. An Anglo-Dutch consortium, Costain - Tarmac - Hollandsche Beton Maatschappij (CTH joint venture) won the main civil engineering contract, with the proviso of reviewing the contract price after two years. CTH Joint Venture estimated that it would cost (at October 1973 prices) £35m for the civil engineering work. The final bill is likely to be nearer £50m at current prices.

The GLC believes that CTH Joint Venture underestimated substantially the cost of the work and the likelihood of technical changes. By the time work started revised estimates put the starting cost at £70m almost double the original tender price.

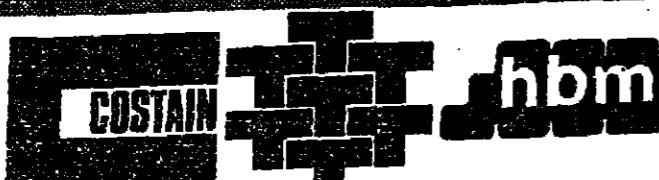
The main contracts outside the GLC, the Government and above all the companies which rendered for the initial civil and mechanical engineering contracts in the second half of 1973, was the rapid escalation in oil prices, the three day week in Britain and fears of runaway inflation.

Only three tenders from prospective contractors for the heavy civil engineering work were submitted. Not one of the returned tenders was unqualified. There were particular reservations about the cost effects of industrial relations and excessive inflation, but was awarded to the Davy-Cleveland

Barrier Consortium (DCBC). Both groups of main contrac-



# We made it.



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### THE THAMES Barrier will, by coincidence, begin its vital task of protecting London exactly 30 winters since the South-East was last attacked by serious floods.

Winds during January 1953  
had been surprisingly light  
for the time of year. But the  
weather changed dramatically  
during the last weekend of the  
month. Gusts of up to 113  
miles an hour hit Scotland  
and began speeding south.  
The first major casualty in  
what was to prove a weekend  
of disaster was the ferry  
Princess Victoria, which went  
down in the Irish Sea with the  
loss of 128 lives.

Within hours of the loss of

the ferry the East Coast from  
the Humber to the Thames  
Estuary and the riverside  
boroughs of East and South  
London were devastated by  
flooding as the winds combined  
with high tides.

More than 300 people died  
during the 1953 floods. An  
estimated 30,000 people were  
forced from their homes—  
many of which were  
destroyed. There were 500  
breaches in the sea defences  
and the financial extent of the  
losses was estimated at the  
time by Sir David Maxwell  
Fife, Home Secretary, to be  
between £40m and £50m. In  
the Netherlands the effect of  
the weekend's flooding was

even more devastating, with  
the death toll rising well into  
four figures.

#### Coincidences

Yet a slightly different com-  
bination of meteorological  
coincidences could have made  
the 1953 disaster overwhelm-  
ingly worse. As it was, the  
worst effect of the flooding in  
the London area was at places  
like Canvey Island in the  
Estuary. Slightly different  
winds could have sent the tide  
surging up the river to London  
itself, creating just  
the disaster that the barrier  
has been designed to prevent.  
While the capital escaped

the worst of the 1953 damage,  
its population came close  
enough to the danger to  
appreciate what a full-scale  
flood would do to their city as  
smaller rivers and streams  
feeding the Thames over-  
flowed. Boats took to the  
streets of West Ham where  
more than 1,000 families were  
forced from their homes.  
Basements were flooded in  
Blackwall, Wapping and  
Whitechapel... many main  
roads were impassable, rail-  
ways were flooded and the  
Surrey Docks wall was  
breached. The river wall  
breached at Belvedere, near  
Woolwich, where the barrier  
has been built... the Grand

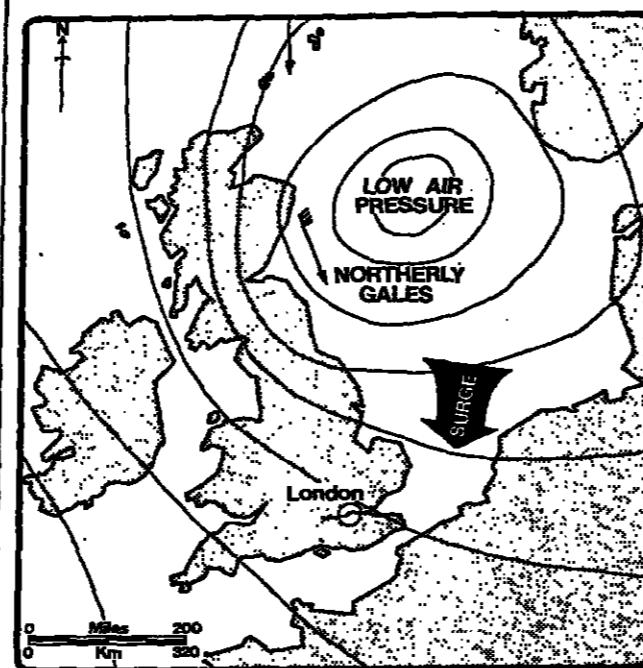
Surrey Canal overflowed at  
Camberwell and Peckham...  
crowds all along the Thames  
embankment watched as the  
river rose level with the road  
at Chelsea and overflowed at  
Putney.

That year was not the only  
time that large parts of  
London have come close to  
destruction from flooding.  
There were severe floods in  
1236 and 1603; 14 people were  
drowned in Hammersmith and  
Westminster during 1928  
flooding. Other major alerts  
have taken place since the  
1953 floods. In 1965 the  
Thames came within six  
inches of flooding over the

river walls in central London.  
In 1971 householders near the  
river were again warned that  
their homes might be flooded.  
Alerts have continued since  
the barrier was commissioned  
with the danger of floods in  
January 1976 and again two  
years later.

The statistical probability  
is that the Thames will rise  
above its flood defences about  
once every 50 years. But  
because tides are rising, as is  
the chance of a serious flood.  
The threat against which the  
barrier has been built to  
protect London is a very real  
one indeed.

Alan Pike



Lynton McLain reports on why man is powerless to stop prime causes of rising tides

## At the mercy of the forces of nature

THE THAMES Barrier has turned the tide in London and not a moment too soon if the forecast of river engineers in the capital are to be believed.

Records going back 200 years have proclaimed the inevitability of catastrophic flooding if nothing were done to protect the capital. Behind this inevitability is a steady increase in

the level of high tide at London Bridge (the traditional measuring point) which is made worse by sea surges funnelled down the North Sea into the

Estuary.

High tide at London Bridge has been rising by about 0.73 metres a century, about 3 in every decade since records

man is powerless to slow down or stop the prime cause of this increase. It is inevitable and, on part, predictable so predictable that the environment of the tidal stretches of the Thames could have been flooded by the ever-rising high tide alone by about the turn of this century without the barrier and its associated downstream river bank protection works.

The increasingly high tides are largely the result of London sinking slowly into its bed of clay. This in turn is caused by a slow but measurable tilt that Britain as a whole is undergoing, with Scotland slowly rising and the South-East slowly sinking as the Scottish Highlands are relieved of pressures from the ending of the last ice Age.

This downward tilt by the South-East is estimated at about a foot a century. It causes the waters at high tide to lap ever closer to the tops of the banks.

The end of the century date is deduced simply from an extrapolation of historic tide data at London Bridge going back to 1780. The data shows a steady increase in high tides to a level which would breach the interim tidal flood defence level of 5.8 metres just over 18 feet, established along the river banks in 1971-72.

It is misleading, however, to think in terms of any specific date for a disastrous flood of London.

This is partly because the reasons for the higher tides in London are more complex than the simple sinking of the South-East, partly because tidal surges from the North Sea carry the greatest threat of flooding (especially when combined with high tides) and partly because planners and engineers involved in flood defence work think in terms of probabilities of catastrophic flooding.

The other factors, besides the sinking of the land, involved in causing London to experience steadily higher tides over the years include the effect of greater water depths in the oceans caused by the melting of the ice cap and dredging operations in the Estuary to improve the navigation channel. The latter increases the speed of movement of the tidal inflow. At the same time the improved flood defences in the lower Estuary restrict the spread of the incoming tide over the riverside salt-

marshes.

Severe flooding of London is not a feature only of the past 30 years or so. Records of severe floods go back at least as far as 1236 when the river overflowed and people had to take to boats in the Palace of Westminster.

In 1662 Whitehall and other parts of London were flooded. Samuel Pepys described it as "the greatest tide that ever was remembered in England to have been in this river all Whitehall having been drowned."

Central London was flooded

last in 1928 when 14 people

drowned in their basements in Hammersmith, West London, at an estimated cost of

£100,000.

It still took two more years,

until 1967, for the British Government to act. It appointed a committee of House of Commons and Local Government asked Professor Hermann Bondi (now Sir Hermann Bondi), who was then professor of mathematics at King's College, London, to report on the cost benefits and the probability of flooding in London.

Professor Bondi's words, as

perhaps befits a leading mathe-

matician, were crisper and with a greater sense of urgency than the long-forgotten Waverley report of 14 years before.

These words, in effect, overruled the pessimistic ones that a projected dramatic

action in the past. No longer were people afraid to state that dangers of flooding of the capital could only be prevented by building the physical means to stop the Thames.

Little, or nothing, was done, however, until the 1960s, when two events once again stimulated debate and further inquiries into the risks to London. In 1962 100,000 acres in the Hamburg area of West Germany were flooded and 300 people died, after a four-metre (approximately 12 ft) North Sea surge tide swamped the land. Three years later came the exceptional high tide in 1965.

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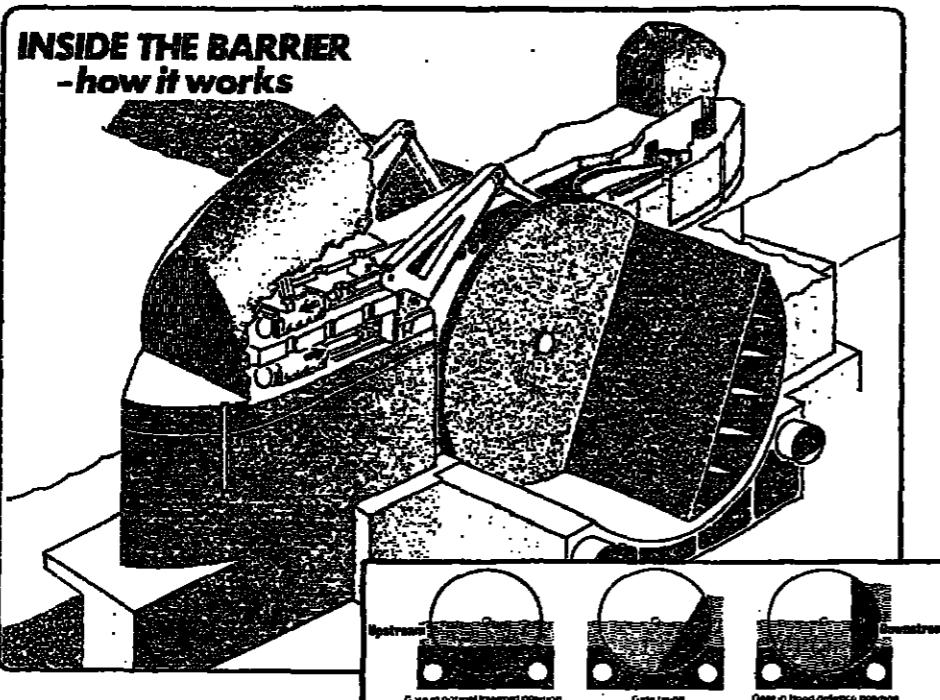
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## THAMES BARRIER III



## End to threat

CONTINUED FROM PAGE 1

tors were working to the design of the proposed Thames Barrier produced by Rendel, Palmer and Tritton, consulting engineers, working with PHE Engineers. This team of consulting engineers was strengthened by senior staff from the GLC's departments of architecture and mechanical and electrical engineering.

The design chosen to protect London from storm surge tides was the novel "rising sector gate" design patented by Mr R. C. (Charlie) Draper, an engineer with Rendel, Palmer and Tritton who held the patent with Sir Bruce White, Wolfe Barry and Partners, consulting engineers.

The futuristic design involved a series of mobile barriers across the river, formed by 10 separate gates mounted between concrete piers. These piers are founded in the chalk or Thanet sand strata, 45 ft beneath the river bed. Four central openings of 61 metres are provided to allow access for shipping. The four main openings are flanked by subsidiary 31.5 metre openings with rising sector gates. The four remaining openings are non-navigable radial gates.

The hydraulic rams and their power packs which raise the flood prevention gates from the

river bed get their electricity from the north and south banks of the Thames, through duplicated tunnels running between the Barrier piers across the 570 yard width of the river.

To ensure complete integrity of the design and to guarantee that the gates can be closed independently of the national grid, a 4.5 megawatt power station is being built on the south bank, fitted with three Mirrlees Blackstone diesel electric generators.

Computers will be used to help predict the onset of a threatening storm surge tide and the main warning system will be the Storm Tide Warning Service of the Meteorological Office at Bracknell.

The duty officer at the Thames Barrier will get the six hour weather charts from the Met. Office and with the aid of tide level warning gauges up the east coast as far as Aberdeen will monitor sea conditions.

Regular training exercises will be carried out with a complete closure of the gates once every month. Each gate will be raised separately once a fortnight to stop river silt clogging up the works and impeding gate movement.

These are the spin-offs for the future, but during peak activity of the Thames flood prevention programme in 1980 an estimated 4,500 people were involved directly on the sites, of which 2,400 were at Woolwich.

The local community has

expressed its thanks by naming the nearest public house to the project, The Thames Barrier Pub.

The Barrier has proved it can stop the Thames in mid-flow, but it is not complete. Cables for control of the rams from the central on-shore control building still have to be installed and in the meantime, control of the gates is carried out from the separate miniature control rooms inside the elegant stainless steel shells on the piers.

These are the most distinctive part of the Barrier and were manufactured, transported and installed by the Liverpool company Tyness (Contractors). Inside, the shells look exactly like upturned Viking ships complete with curved ribs of European redwood.

They are likely to win an award for their design and will appeal to the thousands of visitors expected to visit the Barrier site once the visitors' centre on the south bank is finished in time for the official opening next autumn.

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However, anxiety by the Greater London Council to speed up completion of the barrier, which fell considerably behind schedule during the early phase, coupled with changing patterns of shipping in the Thames enabled this work pattern to be modified. By 1979 the Port of London Authority had agreed that shipping could be limited to the width of one of the barrier's main deepwater gates, 200 feet and this permitted simultaneous construction on both northern and southern banks.

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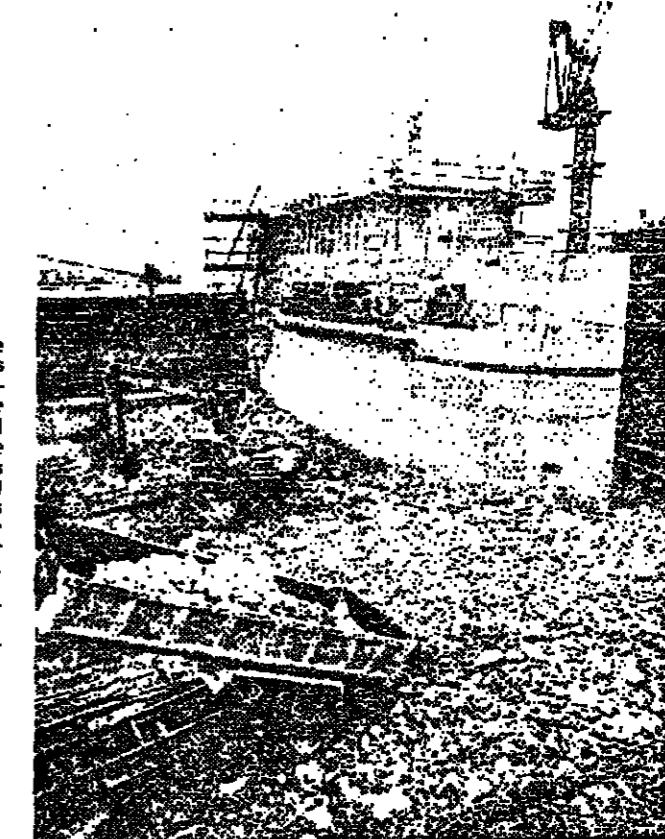
The project required the construction of a series of temporary cofferdams for the barrier piers. While the piers were under construction, precast concrete sill units were built in a nearby dry-dock and then towed to a mooring place until they were required. As each cofferdam was removed from position a channel was dredged in the river with the use of a backhoe excavator capable of digging to 30 m. The sill units were then jacked down into position hydraulically.

Meanwhile a second consortium, consisting of Davy-Loewy and Cleveland Bridge, had formed the Davy Cleveland Barrier Construction with responsibility for producing the barrier gates and machinery. Davy-Loewy supplied the machinery and hydraulic equipment while Cleveland Bridge produced the gates and took responsibility for installing both the gates and machinery.

The barrier has 10 gates — four main rising sector gates which each weigh 3,200 tonnes and, with their 200 feet span, control the flow of the Thames. Two smaller rising sector gates weighing 900 tonnes each and four 220-tonne falling radial gates for the flanks of the barrier. When the gates are not in use they lie horizontally in their precast concrete sills.

Each gate was manufactured at Cleveland Bridge's Port Clarence, Teesside, works and then floated to the Thames for installation. The rising gates arrived in three sections consisting of the gate span which goes between two concrete piers and two gate arms which are attached to each end of the span and are pivoted to the piers.

Two rocker beams were positioned on each pier before installation and these were later connected to the gate arms to raise and lower the gates. Huge floating cranes were brought into operation to position the gate arms on the piers and the gate spans were then lifted onto the arms to the accuracy of one-eighth of an inch. The falling radial gates presented fewer installation problems, since they could be lifted into position as a single unit complete with operating arm.



Temporary cofferdams were used to hold back the water while the foundations of the barrier piers were built.

Alan Pike on the big names in the project

## Engineering triumph for the team

HUNDREDS OF companies and other organisations were involved in bringing to fruition the project to secure the flood defences of London.

The operation must be seen as a total flood defence system — the main barrier could not deflect a flood tide without the support of the subsidiary barriers and bank-raising work which has also taken place. But the main barrier is indeed remarkable the outstanding feature of the project. With all reference to the contribution of suppliers of specialist equipment and services, it will long be associated with the names of the companies which carried out the main civil engineering work and supplied the giant gates.

For the main civil engineering contract three tenders were received by the Greater London Council which met the council's criteria that the work must be carried out by an organisation of proven background and sound financial standing. The council was also anxious that the barrier should not form a disproportionately large part of the contractor's total turnover.

An Anglo-Dutch consortium consisting of Costain Civil Engineering, Tarmac Construction and Hollandsche Beton Maatschappij (HBM) was chosen from the three finalists, two of which were consortium bids. The three partners set up CTH Joint Venture to handle the project, the chairman of which was then Mr John Reeve, chairman of Costain Civil Engineering.

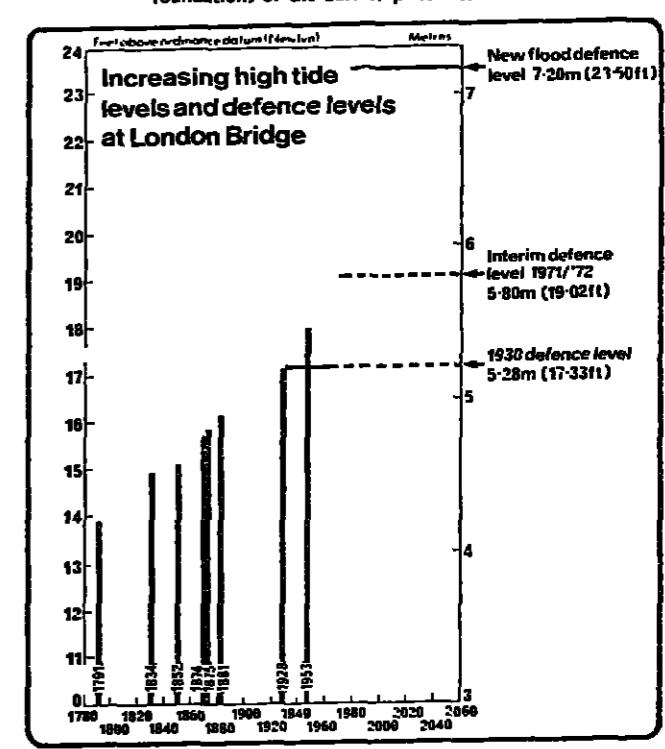
The partners to the joint venture decided to operate on a fully integrated basis rather than divide the work into three parts with each company operating in relative isolation from the others. Staffs from the three companies were seconded to what became a relatively autonomous organisation.

HBM, with first-hand experience of Dutch flood defence problems, was able to contribute not only outstanding expertise about some of the problems which were to be confronted in the building of the Thames Barrier but a range of heavy marine equipment as well which UK-based contractors

had not previously had to use.

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Records going back 200 years show that the level of high tide at London Bridge has increased steadily and is set to continue increasing.

# Though it's made London safer, it's still a major risk.



We've always looked upon the Thames barrier as something of a liability. Not that we doubt its effectiveness, you understand. The fact is, it's one of the more important

commercial risks we've had to deal with. As one might expect with a £500m civil engineering project, those insurance companies with the right expertise and resources were few and far between.

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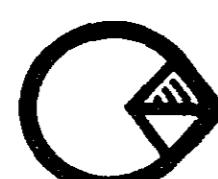
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## THAMES BARRIER IV

Lynton McLain tells how the final design was selected

## Model of robust simplicity

ELEGANCE and robust simplicity are some of the words used by visiting engineers when they describe the design of the Thames Barrier.

It has also been called an "heroic" achievement, the "eighth wonder of the modern world," descriptions reviving thoughts of the scale of projects which made Britain's name as engineer to the world in times past.

The Barrier is for the present and certainly will continue to rank as a showcase of British (and Dutch) civil and mechanical engineering skills into the foreseeable future, especially on a special day when its design is tested to the full in the teeth of a North Sea surge-tide funneling down the Thames Estuary.

The immediate impression the visitor gets is of a series of stylish, curvaceous covers of crinkled stainless steel straddling the Thames like a clutch of miniature Sydney Opera Houses.

They almost demand to be "elegant" but Mr Ray Horner, the "father" of the Thames Barrier, has likened them to a series of "trussed chickens, covered in kitchen foil." Such is his good-humoured affection for the project which he admits has taken a third of his working life. Mr Horner, now retired, was the chief officer at the Greater London Council's department of public health engineering who organised the original feasibility studies into a barrier and eventually let the contracts for the work to begin at Woolwich.

### Ingenious

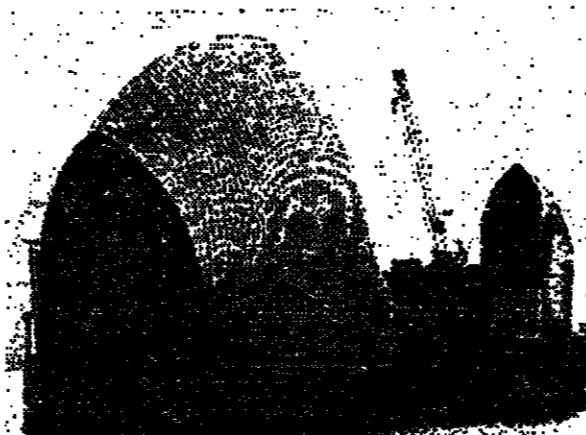
Beneath the shimmering reflections of the stainless steel covers lies an ingenious technical solution to the problem of encountering the mathematical certainty of an eventual catastrophic flood in London. The solution chosen for the design of the barrier, the "rising sector gate" design, unique.

It is simple in concept if not in execution. A barrier, or gate, is made to lie in a curved concrete sill on the river bed when there is no flood danger. The gate is attached to two circular "arms" at right-angles to the long gate, flat one curved the other. When a flood is imminent the circular arms are made to rotate by hydraulic rams hidden under the stainless steel covers. The gates rise slowly in an arc from the river bed, 180° through 90 degrees to hold up an imposing total of 15,490 tonnes of steel against the surge tide.

This idea for the design of the barrier came from the lateral thinking of Mr R. C. Draper, an engineer with Rendel Palmer and Tritton, the consulting engineers on the project to protect London from floods. He saw how an ordinary domestic gas tap opened and closed and in a concept sketch to his senior colleagues dated October 7, 1968, he noted modestly: "I think this could have possibilities."

It had more than possibilities for the barrier exists because of this concept, although many more people in addition to Mr Draper were involved in the detailed design. The patents for the design are held by Mr Draper, Rendel Palmer and Tritton and Sir Bruce White Wolfe Barry and Partners, consulting engineers who worked together on the barrier design, on the instructions of the GLC, after they had each submitted a range of contrasting schemes.

Before this stage a Government-appointed committee under Viscount Wavell proposed in 1964, a year after the fatal East Coast floods, that a physical flood barrier should be built across the Thames at Long Reach, Dartford.



The stainless covers to the machinery — humorously described by Mr Robert Horner — "father" of the project — as looking like "trussed chickens, covered in kitchen foil."

Rendel Palmer and Tritton hazard. Options discarded quickly included steel tanks laid on the river bed and capable of being raised to block the flow, and a design based on steel tanks with a vast rubber sheet to be stretched across the river to take up the shape of the flow, balancing downstream and tidal flows.

The problem, as defined in those early days of the project, was to build a barrier with two main openings, 500 ft across, for shipping access and two minor openings, 250 ft across, straddling the river at a point where it was 2,000 ft wide.

The Rendel team favoured a drop-gate design looming large 200 ft over the river. Each of the gates attached horizontally to a girder structure would have been lowered from massive towers in mid-stream, to the river. The gates would then have been moved through a right-angle to stop flood tides.

The team from Sir Bruce White favoured a swing barrier design, where the barriers were at all times in the river, parallel to the flow at times of no risk, and moved through right-angles to block the flow when flood danger was imminent. The design was later thought to present a serious navigation hazard.

A further novel design called for a horizontal retractable barrier. Two enormous 700 foot girder-like structures, one on each river bank, were to be rolled out into mid-stream on a specially prepared track on the river bed. At 7,000 tonnes apiece the structures were conceived on a massive scale. But this, like the other initial ideas, was dropped.

By 1972, two years after the Government had asked the Greater London Council to study the problem under an exercise funded 50 per cent by the Government, it was agreed that the "right answer" was a drop-gate design erected at Woolwich Reach, upstream from Dartford.

The "drop-gate" design was thought to be the most suitable



Pier construction at various stages across the river reach.

## Final labour agreement cut years off timetable

BIG CONSTRUCTION projects and industrial relations problems are apparently indivisible and concern over the likely effect of disputes was displayed from the earliest days of the Thames Barrier scheme.

Every tender received for the main civil engineering contract contained conditions which demonstrated that no contractor was prepared to accept without restriction any responsibility for the consequences of industrial disputes. The contract eventually reached with the Costain-Tarmac-Hollandsche Beton Maatschappij (CCT) consortium limited its responsibility for disputes to 21 days full stoppage of the site because of strikes in each of the first two years, with the cost of any further losses to be treated as an additional item.

Mobilisation of the workforce and plant at the site took the best part of six months and construction activity began in earnest early in 1973.

### Hindsight

In the early stages of the contract the timetable slipped back seriously because of a mixture of direct industrial relations problems, difficult physical working conditions and the time taken in training workers who (in many cases) had no previous experience of a heavy marine project. Engineers associated with the operation discovered with hindsight that an initial decision to organise the workforce on two 12-hour shifts, rather than three turns of eight hours, also depressed productivity.

In 1977 it was decided to move to a system of three shifts

of eight hours. This gave rise to the longest of the disputes which hampered the early years of the project. Although some union leaders supported the move, which was accompanied by proposals for a substantial increase in the labour force, it was rejected by the workers on the site and a two-man shift throughout was agreed. This eventually ended when an arbitration award supported the proposed three-shift arrangement.

During the later stages of the contract CCT accepted full responsibility for the consequences of industrial disputes and a completion date bonus arrangement was written into the company's contract with the Greater London Council.

To benefit from this arrangement the consortium had to avoid any repetition of the industrial relations problems which had characterised the earlier stages of the project. Productivity had begun improving after the move to a three-shift system, and a period of harmony which contrasted with the earlier difficulties was cemented by what became known as the Green Book agreement.

This General Conditions of Employment agreement, issued to all employees in a green-covered booklet which gave it its name, was reached between the company and union leaders in March 1979. It has been estimated that it saved anything between one and two years in completing the barrier.

The agreement set out a target timetable aimed at making the barrier operational by the end of 1982, accompanied by

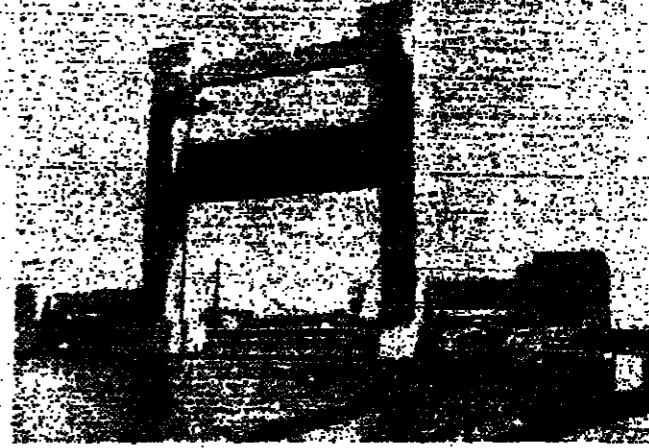
procedures for maintaining good industrial relations and avoiding restrictive practices. Most important, it also offered incentive payment arrangements tied to key dates in the development of various stages of the project.

### Incentive

Incentive payments took the form of lump sums of £500. At each of the seven payment stages between July 1978 and August 1982, part of the workforce — 1,400-strong when the scheme was introduced in 1978 — became redundant as the barrier neared completion.

Strict efforts were made to enforce an effective safety policy during the construction of the barrier. For a project of its nature the safety record on the barrier is considered good but there were, none the less, two fatal accidents during the civil engineering work.

Alan Pike



The Barking Creek Barrier — part of the downstream defences — with its central gate for lowering to close the main navigation channel to the creek.

## Essential works downstream

THE BARRIER is the undisputed centrepiece of the capital's new flood defence system. But without £280m of work downstream of the barrier, the expensive rising sector gates and flood warning systems of the main barrier would fail to stop the flooding of considerable areas of east and south London.

The raising and strengthening of river walls and embankments is the traditional approach to the river defences. London has been no exception. In 1879 the Thames Flood Act allowed the building of river bank defences along stretches of the river. After the flood of 1928 the banks were raised again between 1930 and 1935.

This was the last major wall raising until 1971, when banks were raised by an average of 18 inches from Putney to the point to Erit in the east, with 50 miles of bank raised. This improved the level of protection against overtopping from a risk factor of one in ten to one in 50 in any one year. The work cost £1m and was aided by the Government at a rate of 65 per cent.

This relatively straight forward wall raising has the advantage of producing a permanent and easy to maintain flood defence. The disadvantage of wall raising, when used as the only solution to river flood defence, is that aesthetic and technical problems are created.

So it was in London. For a long and intensive research by the Greater London Council showed, in the early stages of planning for the Thames Barrier, that the traditional approach of bank raising had its limits.

Long-term protection to London through further raising of the river walls and embankments without a cross-river barrier could give protection only if the walls were raised six or seven feet (1.8 to 2.1 metres).

This environmentally insensitive scheme was ruled out because "higher walls would destroy the attraction and character of the river," the GLC said.

Ever-higher river walls would have shut out the views of the

Lynton McLain

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## THAMES BARRIER ON-SHORE WORKS

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## THE ARTS

## Student opera in the U.S.

Two university productions merit international review for different reasons: a *Rake's Progress* at the University of Michigan, Ann Arbor, because it marked the operatic debut of the movie director Robert Altman (maker of *M\*A\*S\*H*, etc.) and a *Falstaff* at Oberlin College, Ohio, because it contained music unheard since the first performances of Verdi's opera at La Scala in 1893.

The *Rake*—music by Stravinsky, words by Auden and action by Altman—was indeed a smash success and drew us all into its long, Altman had brought in his movie and Broadway collaborators to light and design. It was the most lavish and spectacular *Rake* I have seen.

The set, representing "the Bedlam of Hell," was a vast construction of scaffolding, ladders, ledges, and lots

untruthful, meretricious presentation of a masterpiece. The choral singing was first rate; the soloists were nothing much. Gustav Meier, one of America's most distinguished opera conductors, gave a poised account of the score.

This *Rake* coincided with the annual meeting of the American Musical Society—at which two long sessions were devoted to Stravinsky—and was greeted with merited indignation and contempt. As another AMS event, Emma Kirkby and Anthony Rooley presented an evening of 16th and 17th-century English song: one

Andrew Porter reviews two American campus productions of unusual interest.

liveliest and most exquisitely accompanied recitals I have ever enjoyed.

As well known, Verdi greatly dissatisfied with and recomposed two passages of *Falstaff* after the first night and after a vocal score had already been published. One was a 16-bar lyric outpouring from Nannetta and Fenton, behind the screen (with part around the basket and from Ford's *Miscast* in the second scene); the other the end of Act 3, Scene 1. The

pages were torn from the autograph; the printed scores were altered. More than one commentator has regretted the loss of the first episode, a soaring harmonically adventurous arch of great beauty. Verdi removed it because he feared the finale had become "too much of a concerto," and replaced it with a bars of rather austere C-major music ("Tu sei lira").

Oberlin restored it, in orchestration by James Hepokoski (who teaches there, and is the

author of the new Cambridge Opera Handbook on *Falstaff*). Having now heard this radiant passage in context, I never want to lose it again. The composer was wrong to think that it profaned his finale unduly. Not all his second thoughts were undoubtedly improvements, though it is good to be able to hear both versions in the theatre. (I prefer the familiar Act III *Ottello* finale to the abridged version that the English National has adventurously brought to the stage.)

The other passage is an improvement. Originally, Verdi ended the scene—the offstage voices calling, the Ford's dialogue overheard and quickly

to reprise the fragments of Alice's mazurka ("Fandone a che a bamboli"). But then he refashioned the mazurka fragments in 4/4 and spun his little "masquerade" motif through them producing the magical end we know—in his own words, "a better effect, more fitting, and more musical, so to speak." Future conductors should follow this revision here, and in the Act 3 finale, I think, preserve his first thoughts.

May I without impropriety first "declare an interest" in the production—since it was done in my translation, felicitously retouched by the producer, Judith Layng—and then record that it delighted me? To hear *Falstaff* in a small theatre (a 500-seater) in a sensitive straightforward production, sung by an accomplished young cast, and conducted with great delicacy by Robert Bausen (formerly at Wiesbaden), afforded the keenest possible delight. One had become "too much of a concerto," and replaced it with a bars of rather austere C-major music ("Tu sei lira").

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## Funding the arts in France

## Rosalind Carne

The French Ministry of Culture has just announced its 1983 arts budget. Last year's increase under the Socialists brought the level of subsidy from 0.47 to 0.75 per cent of total Government expenditure. Next year's increase will bring it to 0.78 per cent.

The overall figure for arts expenditure last year was FFr 5,944m (around £580m), compared with FFr 2,907m in the previous year, and in 1983, Government assistance to the arts will reach FFr 5,989.9m, more than twice the expected level of British subsidy.

François Mitterrand's regime has also inaugurated a different emphasis in policy, recharging and expanding the aims of the post-war *réformes*. André Malraux, in 1959, stated that the goal of arts policy was to allow maximum access to the great works, "oeuvres capitales" of France and the world, and to provide a suitable climate for the creation of new works of art.

The cultural rubric of the present arts minister, Jack Lang, director of the Festival Mondial at the Théâtre de Nancy, adds a new dimension, seeking to complete "l'unité de l'art contemporain de la Culture et de l'Art français dans le libre dialogue des cultures du monde."

This is not empty rhetoric, but the statement of a distinct objective. The French are deeply concerned by the progressive Americanisation of the traditional Gallic way of life; the U.S. infiltrates everywhere, into cinema, popular music, fashion, to some extent theatre habits (short lunges here are cutting out the main middle-class and MacDonalds cartons are beginning to litter the Paris streets).

A further bugbear is the dwindling influence of French

as an internationally recognised language. While there is little the ministry can do to sabotage the popularity of English, they are trying hard to promote the knowledge and use of French, and one of the biggest percentage increases in subsidy this year goes to the international section of the Direction de Développement Culturel, the ministry's bureaucratic arm. This department's subsidy in 1983 is to be FFr 220,000; the 1982 figure is to be FFr 2.2m (approximately £1.8m).

The principal functions of the department are the encouragement of international cultural exchanges, and the creation of a favourable climate for artistic creation among France's ethnic minorities, who are mainly North African. The shift away from American and some Anglo-Saxon influence is further clarified by the department's statement of aims: "Ce développement des échanges avec les cultures étrangères et intellectuelles privilégiées le dialogue Nord-Sud, la latinité la communauté méditerranéenne et la coopération européenne."

It is no accident that the European feature at the end of the list for "Latin" has become a vague word among arts administrators in Paris.

Current French arts policy lays considerable stress on "diffusion," taking Parisian products to the provinces, importing provincial work to the capital. The body responsible for encouraging and administering this peripheral motion, ONDA (Organisation Nationale des Diffusions Artistiques), is a committed internationalist with a particular interest in theatre. He has recently been busy organising a cross-country tour of Peter Brook's production of *Carmen*, and he is glad

to talk at length about British companies, like The People Show or Pip Simmons.

Theatrical subsidy works on five tiers: national theatres, like the Opera or the Comédie-Française, provincial theatres, regular companies, like the Renaud-Barrault team, special projects and writers' bursaries.

The second tier incorporates the country's 16 Musées de la Culture and its 58 smaller Centres d'Action Culturelle.

The former provide a platform for repertory theatre groups and touring companies in addition to presenting film, video, pop and classical concerts, dance and the visual arts. In 1981 the combined subsidy for these 53 centres was FFr 2.3m. In 1983 it will be FFr 1.52m.

Company funding is organised according to the status of the artistic director. Peter Brook's company at the Bouffes du Nord received FFr 2.3m in 1982 and FFr 3m in 1983. The Théâtre du Miroir of Daniel Mesguich (reviewed here last week) received a smaller subsidy of FFr 400,000 in 1981 and FFr 600,000 in 1982.

Project funding varies from year to year, but it is the criterion of funding the writers' bursaries and production grants, which could be of particular interest here. Not only have the grants been increased, but the system now allows for grants to previously unpublished and unperformed dramatists, as well as for specific production grants on the basis of a text alone.

What is most noticeable about the official attitude to the arts in France is a difference in mood. French theatre workers in particular are living through the honeymoon of a benign socialism, and the sense of antagonism which prevails here between patron and client is signally absent.

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## FINANCIAL TIMES

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## Competition in air transport

FOR SEVERAL years past, the British Government has been in the vanguard of the drive for a greater liberalisation of air transport throughout Western Europe, and especially for some reductions in air fares. It has been an uphill struggle, in the face of entrenched reluctance from many West European governments, both inside and outside the EEC, to accept either the small diminution of their air transport sovereignty that such liberalisation would involve, or even token reductions in air fares.

The list of British moves in this field includes the long battle by British Airways to get the two-class Club/Tourist concept of air travel widely accepted and its efforts to introduce Shuttle flights to Continental cities. British Caledonian's "main-prix" fares to a wide range of European destinations, and the bid to win European acceptance for the principle of offering fewer selected passenger seats on holiday charter flights to destinations not directly served by scheduled services from the UK.

There have been studies and reports galore on the need for liberalisation and cheaper fares, but only a little progress has been made. Some independent airlines have won rights to European destinations, against fierce Continental objections. But there are as yet no Shuttles to the Continent, and the principle of cheap scheduled seats on "selected" short-haul flights is not yet accepted on the other side of the Channel.

Even efforts by the European Commission to bring Europeans air transport under the aegis of the Treaty of Rome, so that the rules governing competition can be implemented, have been vigorously resisted by governments which fear the end of their right to total control over their airspace and what can fly through it.

**Efforts**  
It is against this background that Mr Iain Sproat, the British Minister responsible for civil aviation, meets his Brussels colleagues to make further efforts to win some liberalisation of the air transport rules in Europe. His immediate desire is modest—to get greater freedom for the smaller UK airlines to fly short-haul regional air services between the UK and the Continent and for others to fly similarly between Continen-

tal countries. At the same time, he will be pushing for wider recognition of the long-term need for progressive liberalisation.

Clearly, he will not bring down the bastions of European air transport overnight, but he may well be able to achieve something. What Mr Sproat is seeking is an evolutionary, rather than a revolutionary, approach, with a progressive relaxation of rules.

It has to be accepted that in Western Europe there are marked differences of competitive ability between countries, and that the degree of liberalisation acceptable to governments is not the same on all routes. In the UK British Airways is often a vigorous opponent of attempts by independent airlines to win a better share of routes that for long have been the exclusive preserve of the state-owned flag airline. The Government's decision to allow British Midland to fly the London Heathrow-Glasgow route was a notable victory for competition.

**Benefits**  
Where UK independents are forced to fly on routes along side the state airline, both at home and internationally, they are showing that they can make money, and that the consumer genuinely benefits from cheaper fares and a wider choice, while in many cases the overall size of the market has been increased.

At their recent summit meeting in Copenhagen leaders of EEC governments agreed on measures to open up the internal market and to remove unnecessary barriers to competition in retail business. An excellent example of how national protectionism works against the interests of the consumer. Costs are too high, productivity, especially among state-owned airlines, is too low.

While there are all sorts of technical reasons why full-scale deregulation on the American pattern is not feasible, at least in the immediate future, there is everything to be said for breaking down some of the barriers and creating the scope for new sources of competition. Today's meeting of transport ministers is an opportunity for putting the sentiments expressed at Copenhagen into practice.

## Loans for small business

IMPORTANT decisions must be taken in the next few weeks on the future of the Loan Guarantee Scheme, one of the British Government's most radical measures yet to assist small business.

Ministers now look certain to allocate more money—either on the present "pilot" basis or on a more permanent footing—when the £300m currently set aside for the measure runs out early next year. It is right to extend the scheme, not only because its popularity has exceeded expectations but because there is now enough evidence to suggest that it fills an important gap. At the same time, some of the conditions should be changed to give taxpayers better value for money.

## Sound plans

The scheme was launched just over 18 months ago and is similar in many respects to initiatives in other industrialised countries such as the U.S., Holland and Japan. The idea has been to encourage banks to lend more money to small firms which have a sound business plan but for some reason cannot meet the traditional requirements to gain support. The lack of adequate personal security on the absent or an appropriate track record have been known to frustrate many a promising venture.

Under the scheme the Government guarantees 80 per cent of the amount borrowed up to a maximum of £75,000—in return for a 3 per cent premium on the guaranteed portion.

With the 30 or so participating institutions—which include the big four banks and the Industrial and Commercial Finance Corporation—the risk is only carrying 20 per cent of the risk. The hope was that they would prove more adventurous in backing small businesses.

One of the more encouraging results of what has happened so far, however, is the way many of these bankers have enthusiastically taken up the challenge. Rather than treating loan applications as simple credit assessments—"where is the security if things go wrong?"—branch managers have had to put more emphasis on analysing projected cash flows and other forecasting tools. They have had to broaden their concept of risk and this has been salutary.

NEARLY 500,000 people are expected to take to the streets of Buenos Aires today to demonstrate against Argentina's ruling military junta.

It is likely to be the country's biggest public protest in a decade and will present a stark contrast with the crowds who thronged the streets of the capital last April and May to support the Government's ill-fated invasion of the Falkland Islands.

Six months after the Falklands defeat, the Government of President General Bignone is facing such strong popular opposition that it is a small miracle that it is still on its feet.

The satirical magazine, *Humor*, summed up the situation succinctly this week with a cartoon showing the junta members shrouded in bandages from head to toe and barely able to support each other.

Yet it is against this unpromising backdrop that Argentina has to resolve three extremely delicate and inter-related issues: a return to civilian rule, a resolution of its international debt problem and the revival of the economy.

The military, which seized power from the Government of President Estela "Isabelita" Peron in 1976 amid chronic economic difficulties and bitter fighting between left and right wing guerrilla organisations, has pledged to restore civilian rule.

President Bignone recently announced that he was bringing forward the projected date for presidential elections to the last quarter of 1983, but many local commentators believe that the junta could bow out before June and that President Bignone himself could have gone well before then. However, few Argentines are prepared to guess the manner—or the consequences—of their going.

Opposition to the Government in the past few weeks has ranged from middle-class housewives, banging empty pots, to a large group of Falklands war veterans who called senior generals "sons of bitches" and staged an unprecedented sit-in during a ceremony to honour the fallen.

The country has witnessed a bloody riot in the working-class suburbs of Buenos Aires—a series of increases in municipal taxes and faced with a paralysis of 24-hour general strikes. Army officers have plotted, bishops have warned of social and moral disintegration and moderate politicians have been declaring publicly that their country is on the brink of civil war.

Today's rally was originally called by the five main opposition parties in the Multipartidaria to press for an early and democratic transfer of power. It has since gathered support from human rights activists, militant trade unionists, students, conscientious objectors, artists and football supporters—in fact anyone with the slightest grievance against the continuing government by the armed forces.

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at

## ECONOMIC VIEWPOINT

## What really makes Opec run

By Anthony Harris

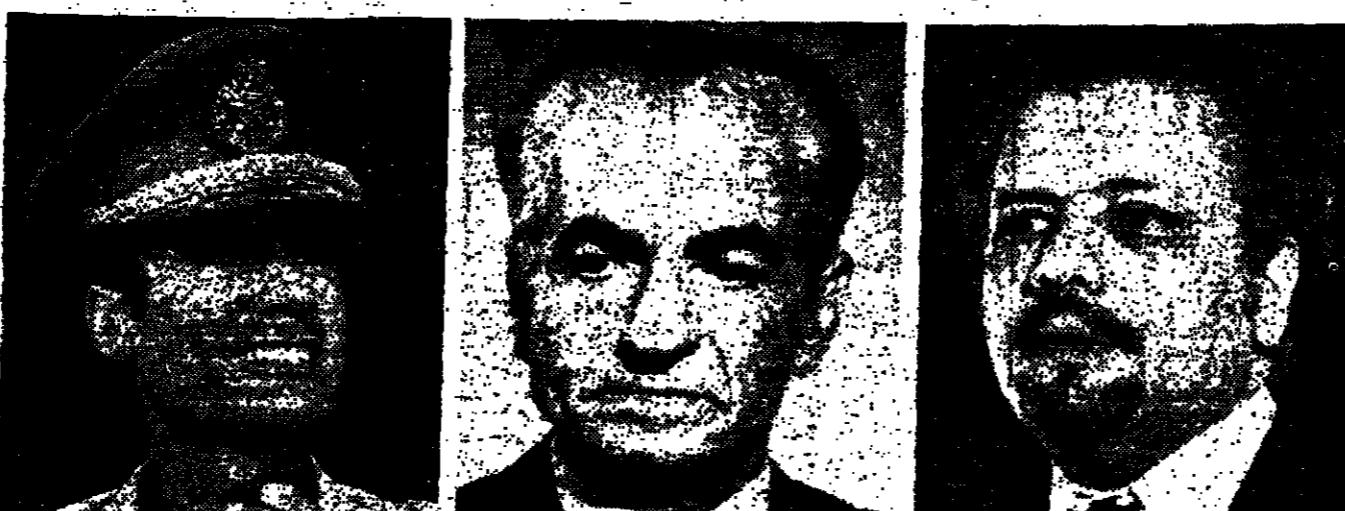
THIS IS the time of year when thoughts turn to the Christmas break and the possible collapse of the Opec cartel. There was a time when these were both cheerful thoughts; but nowadays, with much bank credit secured on expected oil revenues, and Britain a quasi-member of Opec—a free-loader, in trade union terms—a collapse of the cartel looks more like a threat than a promise. An analysis, then, which suggests that the collapse is about as unlikely as it has ever been ought to cheer you up. This article, whose conclusions are hostage to a meeting only three days away, is a possibly foolhardy contribution to the Christmas spirit.

Certainly there is room for some alternative to the "all or nothing" collapse in the end" school of commentary, led by no less than Professor Milton Friedman, which seems prepared to pick itself up and try again no matter how often it falls flat on its face with a faith worthy of the Puritan divines. The belief that offenders against free market theory will reap their punishment in the end is really more a matter of religious faith than economics and its upholders, like other zealots, are prepared to ignore awkward facts—such as the fact that if diamonds last forever, so does the diamond cartel.

To be fair, the collapse has not been properly tested yet, because Opec only became a cartel in the class of an economic entity by restricting production—in the last year. Up to then it was simply a rather loosely-organised and often undisciplined price ring.

Indeed, the whole difficulty in thinking clearly about oil prices is that the subject is cluttered up with myths—not only the myth that Opec is a cartel, but the myth that it is an Arab conspiracy, launched in 1973, to over-ride the working of the free market.

The fact is that there never was a free market in oil; that the price rose because the bargaining balance between oil producing countries and oil processors—companies which shifted decisively as early as 1971; and that the causes were economic. What is more, Opec pricing policy has been quite sophisticated economically since



Players in Opec's history: Col. Gaddafi of Libya (left), the late Shah of Iran and Sheikh Yamani of Saudi Arabia.

1973, and it seems a reasonable working assumption that it will remain so.

First, the history. The point of debate for future historians will be to establish why the price rose so steeply in the 1970s, but why the oil companies had been able for so long to buy crude oil at a fraction of the cost of any alternative source of energy.

The superficial answer was that the market was run by a buying ring—an example of what Marxists would call neo-colonialist exploitation, and what British economists, with their love of Greek words, might be compelled to christen an oligopoly.

However, there is happily no need to go into the economics of such an ungainly word, because the true explanation lies a little deeper, in the state of expectation about future oil supply. For a long time—in the 1950s and early 1960s—oil exploration was sensationalistically successful: it seemed only necessary to drill a hole in any suitably sandy and uninhabited place, and up it came. The rulers of such places competed for the favours of the Seven Sisters of the world oil industry.

Nemesis—*to bring in a simpler Greek concept*, was lurking, as usual. As the Seven Sisters exploited their buying power to drive other fuel oil into the market, they began to bore more dry holes; demand went on growing rapidly and known reserves, in terms of

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## Opec's self-interest might suggest a slight price adjustment

drawn to the facts, the balance of power was bound to change. Oil countries, perceiving themselves as possessors of a limited stock of wealth rather than a God-given source of income, would become reluctant to part with it at cut prices. The Seven Sisters would become increasingly concerned about security of access to what easy oil was left.

The first fissure appeared not in 1973, but in 1971. Col. Gaddafi, by ejecting BP in a fit of anti-colonial pique, and casually making a billionnaire of Nelsen Bunker Hunt (who

so prolonged the income flow (Iran was particularly aware of the limitation of its reserves).

Later Sheikh Yamani stated a second objective: to maintain the price of oil just below the level which would make it worthwhile to invest in really radical substitution.

These two statements add up to an eminently sensible strategy, and the states have two very interesting implications.

First, the price strategy is obviously in the long-term interests of every owner of oil reserves. Oil producing countries would tend to behave

as if Opec was there, even if it was not (as Britain behaves as if it were a member, though it is not). The parallel of a collapsing defensive cartel is completely misleading.

Secondly, by setting a price objective, the producers implicitly declared themselves completely passive about the quantity sold in any one year: they were price-makers and therefore demand-takers. This was an easily manageable strategy for two reasons. First, some of the major producers are oil-rich beyond the dreams of avarice; they do not spend their revenues, and can cut production with little pain.

It was also easy, however, for countries with more pressing spending needs to take a philosophical attitude to fluctuations in demand: if they couldn't sell as much oil as they might wish in any one year, they could borrow against it. The growth of oil-backed debt was therefore a natural part of the working of a producer-dominated price-setting oil market.

Once the central banks of the world had decided to combine at "re-cycling" with all its attendant banking risks, and then to insist that oil-rich countries must be matched by genuine long-term borrowing, it was inevitable that the fate of the banking system would become increasingly embroiled with that of the oil producers.

Re-cycling by the banks proved a potent source of potential monetary inflation, as might be expected; and it was after 1973, when the central banks, led by the U.S. Federal Reserve, decided to suppress the symptoms of this disorder through a squeeze, that difficulties appeared. Very high real interest rates discourage borrowing by producers and potential producers, and led to price-slashing and some disorder within Opec itself.

This is where we are now, awaiting the Opec meeting this weekend in an unusual mood: the financial markets regard the possibility of a major break in the price as potentially the biggest oil shock of all. Are we really about to suffer a fate which might have been devised by a Greek tragedian, and suffer a fatal seizure in the shock of our own deliverance from the monster Opec?

The outcome is likely to be more prosaic, and hangs really on three questions: is it really a buyers' glut? If so, can the cohesion be maintained? And in that case, what policy seems likely best to serve its collective interest?

On the first question, the International Energy Agency in Paris, the paid consumer watch-dog, gives a clear answer: the glut is largely an illusion produced by de-stocking on the hope of a price break; in the longer run we face shortage. However, recent oil activity off California and in the China Sea to name but two, does raise another possibility: there may be a long-run abundance of high-cost oil.

In these circumstances it still seems overwhelmingly likely that Opec will get its act together, at it always does, after all, it is in the long-run interest of every individual member and producing non-member, and self-interest, as market theorists are happy to remind us, is what makes the market world go round.

But self-interest might at this stage suggest a slight price adjustment—just a few crucial, marginal dollars, to remind those developing high-cost fields that they face risks as well as potential rewards, and to slow them down. Even this shock—a survivable one—is only an outside possibility; but so far, at least, I will hedge my bet.

MR DAVID BASNETT'S warning at a Labour Party conference on economic policy last weekend that another five years of Tory rule could see the unions become an insurrectionist force was deliberate—though he cannot have meant it to blot out, by the coverage it received, his own and Mr Peter Shore's more substantial comments on Labour's programme.

On one level, the warning was absurd. British unions are prone to violent struggles than any in the world. British labour's insurrectionary period was in the early part of the 19th century, during the movement of the working class; ever since that class's organisation in mid-century by canny men like Mr Basnett, it has been constitutionally suspicious of revolutionary talk and never seriously attracted by revolutionary action—to the intensification of guest-revolutionaries such as Marx and Lenin.

The movement's genius was Bevin, whose life was a testimony to the skills of maximising strength through bargaining and compromise.

But at another level, the warning may have been seen as a dramatisation of a real dilemma. The union movement's centrist leaders—and Mr Basnett is an centrist—hope for the past three decades put an immense store on consensus, deals at national level, and give and take. For the past three years they have had no consensus with government, struck no deals, given over but been unable to take. Their authority is undermined.

Indeed this country's state of affairs erupts Mr Arthur Scargill, consensus-hater and polariser extraordinary. Present and past governments are much the same to him: none of them has delivered everything immediately, even when commanded to do so by party conference or the miners' executive. Mr Scargill poses a different set of ideological presumptions: they are based on the use of industrial strength, strike and every demand. Capitalism must make vast concessions; its crises are no fault of, indeed nothing to do with, the workers. If it

Lombard

## Mr Basnett's warning

By John Lloyd

does not (and it is not expected to) then steadily escalating industrial action is the only alternative.

This is logically insurrectionist, but the logic of the position is disguised because the strikes have not materialised—the challenge is dissolved in practical terms. But it remains a challenge at the policy-making level because the unions' ability to bargain with government is so weakened as to be non-existent.

Yet Mr Scargill is probably as unlikely to lead an insurrection from the back of his Rover as Mr Basnett from his Vauxhall. A third alternative to consensus with Labour or insurrection could emerge—that of a union movement more inclined to settle pragmatic deals to the expense of a position that to insist that their members can only realise their aspirations under Labour's programme.

For the moment, the unions are more closely wedded to the party than ever before; they are set to give it as big a shove as they can come on election, in the desperate hope can be pushed over the top. If that fails, there will certainly be no rupture with Labour; the two strands of the movement are too closely intertwined for that.

But, certainly on the centre and right, there will be growing pressure for a slackening of the ties and a corresponding willingness to explore the policies offered by the Alliance and "wet" Toryism, so that consensus may be found again at a new level.

There are already discreet signs of such an option: a number of leading officials now feel no particular need to tie themselves to the Labour Party when they are reviled as traitors to socialism by powerful groups within it. Nor can they ignore the continuing low popularity of the party, since it is very often their own members who refuse to be re-enrolled in it. For union leaders a road of no desirability will be secured here to a Labour Government by a long way—but still better, for most of them, than insurrection.

## Letters to the Editor

## Status in education and links with management

From Dr B. Crossley

Sir—We in education are grateful to institutions outside our own, namely the British Institute of Management and the National Economic Development Council, for the remedy which they propose for the malaise from which we are apparently suffering. American historians examining our decline and fall also see that the whole of the nation's "economic weakness" is rooted in an educational process which disdains practical skills." These views were reported (December 2) by Michael Dixon. Yet he, like BIM and its cohorts, confuses the issue which rests upon an understanding of the fundamental difference between education and training.

The educational system does not "disregard" "economically useful skills" (which suggests it is failing to fulfil its purpose); it has no regard for them at all because its aims and objectives lie somewhere else. At best education is concerned with developing attitudes of mind, with making people think both logically and systematically. Education, traditionally, is to do with the study of the arts, with what Lionel Trilling,

called the education of the imagination. It is worth remembering that the saying that "Imagination is more important than knowledge" is attributed to Albert Einstein.

Training and technology are not distinguished sufficiently from education in Britain, as they are in other European countries. Neither is the same statement recorded to engineering, "It is not training, it is education." The Seven Sisters would become increasingly concerned about security of access to what easy oil was left.

The first fissure appeared not in 1973, but in 1971. Col. Gaddafi, by ejecting BP in a fit of anti-colonial pique, and casually making a billionnaire of Nelsen Bunker Hunt (who

From Mr P. Fox

Sir—Your item (December 8) on Birmingham City Council's decision to award its refuse collection contract to the direct labour organisation needs clarification.

The tender put forward by the DLO was not the lowest. On a like-for-like basis my company would have provided a greater saving for the council. But there is another factor which has not yet even entered into the discussion.

We undertook to pay around £350,000 per annum in advance for depot rental, £25,000 per month in advance for vehicle leasing, and £560,000 per annum to the vehicle maintenance department. These sums are in addition to the £2 million we offered the council. Recalculations would have been primarily from the present workforce, minimising the council's redundancy payments.

But more importantly, unless the DLO forms itself into a separate legal entity, I do not see how the council has changed its position as an employer. The same management team will still control the operation and there will be nothing to guarantee that 40 per cent overspending will not occur again.

What could the council do if the DLO fails to provide the service or savings it has promised? If it penalises it, dispense with it, call in the bond? Not. The fact is it will have as little real control over the refuse collection service in Birmingham as it has had up to now.

P. J. Fox  
Pritchard Services Group  
PO Box 116  
32-44 Clifton Street, EC2

## On wings of song

From Sir Geraint Evans  
Sir—On December 6 it was reported that I was responsible for the organisation of the musical element of the rally to be held with the Alliance leaders at Central Hall, Westminster, on January 20.

I should like to make two points. I am not and have never been a member of the SDP, although my name has been linked with it without my consent. I am not responsible for organising the choral musical element. All I did was to use my good offices in making contact with the Treorchy male voice choir with the view to obtaining for them a musical engagement.

G. H. Reid  
SSEB

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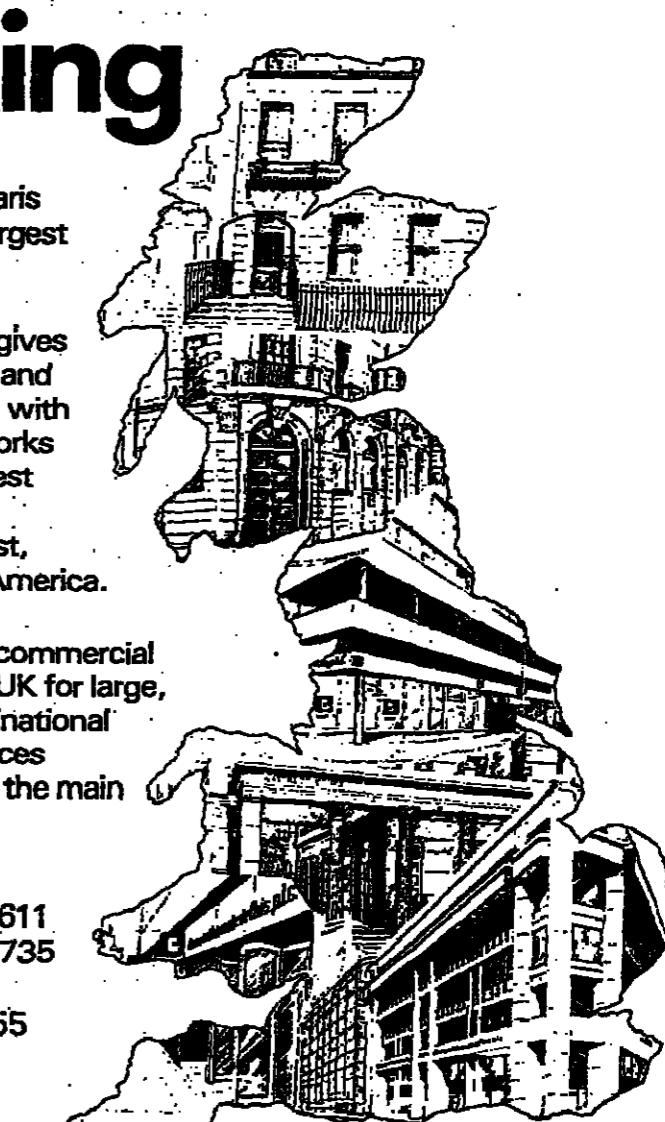
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## Energy pricing policy and the cost to industry

From Lord Boardman

Sir—Your editorial, "Robbing Peter to pay Arthur" (December 13), states that "it is an absurd argument for industry to ask for energy prices comparable with its overseas competitors. You accept the lower prices charged in France on the grounds that its resources of hydropower give it a natural advantage which should be reflected in relative costs. You ignore the fact that the UK has even greater natural advantages with our North Sea gas and oil. Yet, in our case, those natural resources are subjected to taxation so that UK industry is deprived of the competitive benefit that you happily concede to the French. To a large extent this has been done, as you say, to protect our coal industry from facing up to competition from other fuels."

Your criticism, well-founded, of the protection given to the public sector from the burdens of cyclical adjustment is aggravated by the apportionment of that loading between the domestic and the industrial consumer. It is the latter which suffers most in international comparisons. There is little point in providing relatively cheap gas with which to boil eggs if, at the same time, they kill off the birds which lay them.

Most of our high-energy-using

industries are large employers: steel, chemicals, refractories, paper, etc. I believe that because of our energy pricing policy over the past few years, we have lost much of those industries and the jobs that went with them. Surely, it is not "absurd" to ask that we should follow the practice of the French in taking full advantage of our natural resources to reverse this trend.

Lord Boardman

House of Lords, SW1

from the Director of Finance and Commercial Development, Scottish Electricity Board

Sir—The article by Carla Rapport (December 7) on Scottish electricity charges could convey an erroneous impression of the position. The Chemical Industries Association is reported to have claimed that the recent price reduction offered to large industrial users in Scotland is not sufficient to meet the Government's stated intentions. The impression is created that prices in the SSEB area are higher, although this is not specifically stated. It is certainly not the position.

SSEB

8-13 King William Street, Glasgow

from G. H. Reid, Cuthcart House, Spean Street, Glasgow

G. H. Reid, Cuthcart House, Spean

## CALL FOR BONN GOVERNMENT TO BLOCK TAKEOVER BY THOMSON

**'No merger choice' for Grundig**

BY STEWART FLEMING IN FRANKFURT

**GRUNDIG.** West Germany's leading consumer electronics group, said yesterday that despite mounting political pressure to drop its plans to sell out to Thomson-Brandt of France, it has no choice but to accept a merger with the state-owned French company.

Commenting on calls for a "German alternative" to the takeover of Grundig by Thomson-Brandt, Grundig said: "There is no German alternative and such an option will not present itself."

Grundig's statement follows growing disenchantment in West Germany with the idea that the company should fall into French control. The Social Democratic Party is planning to introduce a resolu-

tion in the West German Parliament today calling for the Government to block the Thomson-Brandt takeover.

Yesterday the Christian Social Union (CSU), the Bavarian sister party to Chancellor Helmut Kohl's Christian Democratic party (CDU), said "the proposal of Thomson-Brandt certainly is in the interests of France to dominate the European video and thus the micro-electronics market. But it is not in the interests of Germany."

In the four weeks since Grundig announced agreement in principle for Thomson-Brandt to take a 75.5 per cent interest in the company, concern has grown in West Germany about the implications of

such a merger for employment at Grundig and for future technological development in West Germany.

Grundig itself disclosed that it had been in talks with Robert Bosch, a leading German electrical concern, and with Philips (which has a 24.5 per cent stake in Grundig) as well as with Thomson-Brandt. It was this disclosure which led to discussion of a possible "German alternative" to the French company.

Yesterday, however, Grundig said that neither an agreement on a partnership with other German companies nor a strategy for Grundig's future could be expected from Thomson-Brandt or the French company.

The political dimension is critical - the proposal will require a special authorisation from the Government since it is certain to be opposed by West German cartel authorities.

**Further military evidence in Israel**

BY DAVID LENNON IN TEL AVIV

**ISRAEL.** Israel's chief of staff and other senior officers intend to appear again before the commission of inquiry into the Beirut massacre of Palestinians in the Sabra and Shatila refugee camps. This follows a warning by the judicial commission that the evidence received so far is liable to harm them.

They are among nine witnesses who received such warnings three weeks ago. They were told that they could testify again, submit new evidence, or cross-examine other witnesses if they wished.

In letters sent to the commission yesterday, the Chief of Staff, the chief of military intelligence, the officer in charge of northern command, and a senior aide to the Defence Minister said they would like to reappear and submit further evidence if they wished.

But General Ariel Sharon, the Defence Minister, informed the Commission that he did not intend to avail himself of the opportunity to appear again before the enquiry panel.

The head of Mossad, Israel's secret service, who was also cautioned, informed the commission that he would submit further evidence in writing and would have one of the witnesses cross-examined, but that he would not submit himself to further questioning.

Mr Menahem Begin, the Prime minister, Mr Yitzhak Shamir, the Foreign Minister, and Brigadier-General Amos Yaron, commander of the Israeli forces in Beirut at the time of the massacre, have all said they did not wish to reappear before the commission.

Golan Heights after a year under Israel, Page 4

**U.S. insurer buys stake in Dutch group**

BY WALTER ELLIS IN AMSTERDAM

**ALEXANDER** and Alexander, the world's second-largest insurance brokers, has acquired 40 per cent of the shares of Bekouw Mendes Holdings of Rotterdam for an undisclosed sum.

Bekouw is the third-largest insurance broker in the Netherlands and was previously part-owned by the biggest brokers of all, Marsh and McLennan.

A member of the Bekouw board of directors said last night that both Bekouw and Alexander were extremely pleased by the deal.

The Marsh and McLennan connection resulted from McLennan's recent takeover of the large London brokers, C. T. Bowring, with which Bekouw had been involved for many years.

Since McLennan already had a vital Dutch interest, through its holding in Hudig Langedijk, it was agreed that Bowring's shares in Bekouw should be sold back to Bekouw.

**EEC farm price rises may average only 4.4%**

BY LARRY KLINGER IN STRASBOURG

**BRITISH** and West German farmers may be offered only token increases in the guaranteed prices for their produce next year.

Producers in other countries, however, where output is geared to reap benefits from the Common Agricultural Policy, could gain a relatively substantial rise.

The European Commission, which has been drafting its proposals in Brussels this week, still has several key issues to resolve, but it is understood that the plan, as it stands, suggests one of the smallest average price increases for 10 years.

At a meeting which ended late on Tuesday night, the 14 Commissioners were reported to be broadly in agreement on an average farm price increase of around 4.4 per cent for next year.

Only in the late 1970s, when mountains of surplus produce reached alarming proportions, were price set lower.

The net impact in the 10 EEC countries, however, would vary widely because the Commission is also considering adjustments in the "green" exchange rates through which farm prices fixed in European Currency Units (Ecu) are translated into national currencies.

Taking into account suggested re-

valuations of the "green" pound and D-Mark - both undervalued against the Ecu at present - UK farmers could expect an average farm price increase of only 1.6 per cent. In West Germany, the rise would be around 1.2 per cent.

In France, on the other hand, taking into account a devaluation of the overvalued green franc, farmers could expect a 7.2 per cent average rise. They could even hope for an increase of around 10 per cent if the Government pressed for the full advantage available under the EEC's agricultural monetary arrangements.

Similarly, Belgium and Luxembourg could win increases of 9.4 per cent, and 9.1 per cent respectively.

Italy, with potential 4.7 per cent, might also take advantage of further possible adjustments in its monetary arrangements to add a further 3 percentage points to the next year's 3 percentage points to the final award.

Before the New York price package comes into effect, however, the Commission's proposals have to be approved - and possibly changed - by the Council of Ministers.

While the agricultural lobby has been pressing for substantial price increases, several daunting political and economic factors militate against such generosity.

These include rapidly growing surplus production, increased opposition by the world's other major food exporters to "unfair" EEC competition, the fact that Community farmers have seen substantial increases in real incomes over the past year and, possibly most important, the expected strain on the EEC budget if the cost of subsidising the export of surpluses is not contained.

Financial experts estimate that even a package along the lines under discussion - which includes penalty reductions in price proposals for recent growing surplus production in the dairy and cereals sectors - could cost the EEC budget an extra £353m (£570m) over the next financial year.

Prices rises being considered, including penalties, are 32 per cent for milk, 3 per cent for cereals, less than 4 per cent for sugar and around 5.5 per cent for meat.

For Mediterranean produce such as wine, fruit and vegetables, tobacco and coffee, the Commission's views are still widely apart, but the discussion is understood to be ranging between 5.5 per cent and 7 per cent for various products.

The Commission is now due to resume its discussions until next week.

**Timing of UK budget rebate in doubt**

BY LARRY KLINGER IN STRASBOURG

**EARLY** payment of Britain's £500m (£605m) European Community budget repayment last night hinged on 11th-hour negotiations in Strasbourg between the European Parliament and the 10 EEC member states' budget ministers.

Anzid signs that both sides were willing to compromise over political declarations on future restructuring of EEC budgetary policy, several serious problems were far from being resolved as the negotiations moved late into the night.

It was also uncertain whether any compromise agreement between the parliamentary negotiators and the ministers would be suf-

ficient to sway enough dissenting MEPs when the crucial second-reading vote is taken today.

The Parliament voted 229-83 on Tuesday night to lay down a stiff demand for its approval of the British deal, which also involves contentious measures worth £124m to West Germany.

These included a commitment by the member states that they would embark on a programme of budget restructuring to avoid any further ad hoc deals similar to Britain's, and that the monies to be reimbursed now be reclassified to ensure that they are primarily spent on social and regional projects rather than simply benefiting the British Exchequer.

The ministers indicated that they might be prepared to commit themselves to a restructuring policy, and the parliamentarians indicated a possible willingness to commit their side *not to use any immediate reclassification as a precedent to extract further concessions.*

Nevertheless, the ministers made clear that they were not prepared to enter into any commitment that would lessen their budgetary powers at the expense of increasing parliamentary control on EEC spending, a stance unlikely to sway many militants in today's vote.

**UK health dispute collapses**

BY IVO DAWNEY, LABOUR STAFF, IN LONDON

**THE** UK's National Health Service (NHS) pay dispute collapsed last night when unions voted to end nearly nine months of struggle following only 90 minutes of debate.

The decision came when the Trade Union Congress' (TUC) health services committee voted by 13 to eight to ignore some unions' calls for a one-year deal, and instead to accept the full Government package of 6 to 7.5 per cent for the current year with a further 4.5 per cent for 1983-84.

Earlier yesterday, the Royal College of Nursing, which is not affiliated to the union movement, announced the outcome of a ballot of members showing a 7 to 1 margin in favour of accepting the deal.

Mr Norman Fowler, the UK Social Services Secretary, immediately welcomed the decisions. "This is a good day for the health service. It

means we can get back to the essential job of caring for patients," he said.

The terms of the settlement are certain to be greeted by the British Government as a triumph for its policy of dogged resistance to large pay claims. The unions' acceptance of a 4.5 per cent rise for next year also provides a major boost for the Cabinet's policy of holding public sector pay increases close to its target of 3.5 per cent.

Details of the allocation of the new money will be decided at a series of meetings of Whiteley Councils - the NHS's main negotiating forums - over the next few weeks. The Nursing and Midwives Whiteley Council, which has already presented the package as a single 12.3 per cent rise backdated to August, is likely to finalise agreement today

on behalf of nearly 500,000 NHS staff.

Announcing the decision, Mr Albert Spanswick, chairman of general secretary of the Confederation of Health Service Employees, repeatedly denied that the unions had "caved in."

"We have not got the 12 per cent we wanted this year. But, as a result of our campaign, we have got an extra 3½ per cent for nurses, and an extra 2 per cent for other groups. We have also forced the Government to produce a special cash limit for health staffs next year," he said.

Mr Rodney Bickerstaffe, general secretary of the National Union of Public Employees, which had sought a one-year deal, said he was "bitterly disappointed" with the outcome of the dispute.

After the petitions are filed, the US trade representative will have 45 days to decide on whether to initiate an investigation. This would be followed by 30 days of public hearings.

**Honeywell Bull to get state cash and new structure**

By David Marsh in Paris

**CII HONEYWELL BULL**, the French state-controlled computer group, is putting into effect a major re-grouping of its activities in a bid to restore profitability and carry out Government plans for a strengthening of the country's information business.

The restructuring is designed to break the group down into a number of decentralised profit centres, along the lines of the US computer giant, IBM.

At the same time, the company's complicated shareholder structure is being modified to give more direct control to the French state. The Government is also preparing to grant a large infusion of extra funds to boost the group's inadequate capital base, which has been one of the main factors behind its heavy losses in recent years.

The French state, which is in the process of buying out residual French private stakes in the company, has a majority share through indirect holdings. Honeywell of the US owns 20 per cent.

The American company reduced its stake from 47 per cent under this year's nationalisation moves.

The group - capitalised at FFr 860m (£524m) - is held to be only a short of shareholders funds. The low equity base and towering debt charges were prime reasons for the FFr 491m loss in the first half of the year, which according to unofficial estimates could rise to above FFr 1bn for 1982 as a whole.

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The company has already been allocated by the Government a preliminary slice of FFr 850m in aid for this year. A further amount - which some reports put as high as FFr 1bn - is due to be decided shortly. It is expected at least to double capital.

The restructuring measures have not all been decided, and are due to be put to the staff on Friday.

They centre around giving a pivotal role to the present holding company, Compagnie Machines Bull (CMB), around which will be grouped four main subsidiaries or divisions.

These will be in the fields of micro-computers, together with terminals and office equipment; mini-computers, including the activities of the specialised Thomson-Brandt company; Semis; peripherals; and medium and large computers.

CII Honeywell Bull is also setting up a special subsidiary to promote the so-called "smart cards" - plastic cards containing microprocessors which can be used for a variety of purposes, from making bank payments, paying for telephone calls or carrying medical or security information.

They were particularly concerned about the issue of the yen exchange rate, which could be taken up by any other industry affected by Japanese competition. The American Iron and Steel Institute, however, said that all the industry's claims - including the levy to compensate for the yen exchange rate - would be fully justified under Gatt and US trade laws.

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**THE LEX COLUMN**  
**New facing for London Brick**

Buyers of Ibstock Johnsons on hopes of a takeover are not going to be bowled over by the London Brick offer price. The mainly paper terms work out at 96p a share, and the underwritten half-cash alternative at 90p. This compares with net assets of 182p in the latest balance sheet, although the figure may fall to about 180p after this year's losses and the looming write-off in the Netherlands.

In the UK, Ibstock's trading performance has been resilient, but the company has been dragged down by losses and the associated financing charges of overseas acquisitions made precisely at the top of the previous cycle. With U.S. building parts picking themselves off the floor, and measures in train to stem the Dutch drain, profits should emerge next year in the region of £3m, implying an exit price earnings below 20, fully-taxed, on half recovered earnings and only limited earnings dilution for London Brick in year one.

The greatest margin improvement has been in the U.S., which is now back in healthy profit thanks mostly to a reduction in routing costs in the TDX business. C & W has similar quantum leaps in engineering technology still to exploit elsewhere, but, on a prospective yield of around 3.3 per cent, the shares are also discounting the future potential of new projects in China and the UK.

**Toshiba**

The recent rally of the Tokyo stock market is discounting a recovery which seems to be receding into the distance. Yesterday's consolidated half year figures from Toshiba, one of Japan's blue chip electrical groups show sluggish or declining markets across virtually the whole range of its diversified activities.

After a 12 per cent fall in net profits last year, the group is showing a 16 per cent half year decline at Y18.5bn, and the company now admits that it will miss earlier forecasts of around Y50bn profits for the year by a mile.

With Hitachi, the largest of the electrical companies, also scaling down its end year targets, and Sony losing momentum in dramatic fashion, Toshiba's performance continues to stand out. The second unknown factor, though, must be the future competition for this new demand, at present effectively shared by only three companies. Total sales at £250m today are already much bigger than the UK stout market which Guinness nurtured so successfully in the early '70s and at least one company, Avana Group, is believed to have plans to launch a cider brand early in the new year.

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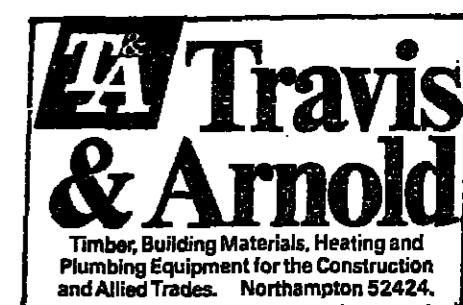
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## SECTION II - COMPANIES AND MARKETS

# FINANCIAL TIMES

Thursday December 16 1982



### Fluor halves profits in quarter

By Paul Betts in New York

FLUOR, one of the largest U.S. construction and civil-engineering groups, which last year acquired St. Joe Minerals, yesterday reported a 4 per cent decline in net earnings to \$152.8m in its latest fiscal year, ended October 31, from \$158.9m in the previous 12-month period.

But earnings were sharply down in the last quarter of the fiscal year. In Fluor's latest three-month period, net earnings were halved to \$32.3m compared with \$64m in the last quarter of the previous fiscal year.

The company also reported a decline in new orders in the latest quarter to \$895m compared with \$944m in the fourth quarter of the previous fiscal year.

Revenues in the latest fiscal year totalled a record \$7.3bn compared with \$6bn. In the latest quarter, revenues were slightly lower at \$1.8bn compared with \$1.9bn.

Fluor acknowledged that its distribution services group had been seriously depressed by the decline in the U.S. onshore oil and gas drilling market, where the company sells large amounts of tubular goods.

### Volvo in employee plan

By William Dulfure in Stockholm

VOLVO, the Swedish automobile, industrial and trading group, is launching a profit-sharing scheme for its 33,000 employees. Out of anticipated 1982 pre-tax earnings of SKr 2.5bn (\$338m), it is estimated that between SKr 350m and SKr 40m will be passed on to the employees.

Local leaders of the trade unions, which have negotiated the scheme with Volvo's management, deny that it pre-empt in any way the wage-earner investment funds which the new Social Democratic Government is committed to introducing, and which are a highly controversial element in the present relationship between the Government and Swedish industry.

Under the Volvo scheme, employees will hold shares individually in a trust administering the allocated profits. The wage-earner fund proposal assumes that corporate profits would go to collectively-owned bodies.

The Volvo scheme is described as a "bonus system" directly related to the group's profit performance. It will run for a trial three-year period during which the profits allocated to the employees can vary from nothing to a maximum of SKr 180m.

### Security Pacific buys stake in Ralli

By Paul Taylor in New York

SECURITY Pacific Corporation, the Los Angeles-based banking group, is to purchase a majority stake in Ralli Brothers (Bankers), a Geneva-based private bank with assets of about \$wFr 83.6m (\$40.3m).

Security Pacific, which is the holding company for the 10th largest bank in the U.S., said the acquisition of a majority stake in Ralli, up to 70 per cent, fits into its longer-term strategy for providing worldwide cash management services.

Ralli Brothers is a wholly-owned subsidiary of Ralli Corporation and ranked 65th out of 107 foreign banks in Switzerland last year.

### Rhône-Poulenc in UK rationalisation plan

By Carla Rapoport in London

RHÔNE-POULENC, the loss-making French chemical group, is rationalising its UK operations in an effort to improve their cost-effectiveness.

The move will be accomplished by merging the business of Rhône-Poulenc (UK) with May & Baker, the UK-based pharmaceutical and chemicals group, which is wholly-owned by Rhône-Poulenc.

May & Baker said yesterday the move would increase the group's turnover by about £70m (£113m) to some £300m worldwide in 1983. The merger will take effect from January 1.

Keith Humphreys, managing director of M & B, said yesterday the rationalisation would bring the company's UK operations into line with its overseas subsidiaries, as

### Krupp and Hoesch lose faith in steel merger

By JAMES BUCHAN IN BONN

IT SEEMED such a good idea back on February 4. On that day, the supervisory boards of Krupp Stahl and Hoesch, two of the largest West German steel groups, announced they would seek to merge their steel operations in a new concern which would rival in size Thyssen, the West German market leader and the largest steel group on the European continent.

The creation of "Ruhrlstahl" seemed to make every sort of sense. Well into a second and more bruising round of the steel crisis, both companies were looking for cuts in capacity and rationalisation. Hoesch's 10-year alliance with Hoesch of the Netherlands was coming to an end in a welter of reorganisation, but the foundation of that alliance - that Hoesch's steel-finishing operations in and around Dortmund are best supplied with crude steel from a more favourable site - still held good.

Why not supply Hoesch from Krupp's works on the banks of the Rhine at Rheinhausen in the western Ruhr, the best site in Germany for the manufacture of crude steel?

Dr Detlev Rohwedder, chief executive of Hoesch, promised that the merger would be complete by the end of this year. The state government of North-Rhine Westphalia, which covers the Ruhr, was in favour, the unions were anxious to preserve jobs, above all in Dort-

mund, and the Bonn Government was ready to bless the alliance with official aid.

Since, then, prospects for the "elephants' marriage" as it is widely

known have gone from bad to worse. Dr Wilhelm Scheider, chief executive of Fried. Krupp, the Krupp Stahl parent, said recently: "The German steel industry will not survive another bad year in its present structure."

#### WEST GERMAN STEEL 1981

Company	Sales (DM bn)	Production (in tonnes crude steel)
Thyssen	28.2	11.1
Fried. Krupp	14.8	4.9
Hoesch	8.0	4.7
Klockner-Werke	5.8	4.8
Salzgitter	9.2	4.1

However, it is broadly accepted at Krupp that there is little hope of Ruhrlstahl getting off the ground in its present form in the immediate future. Dr Rohwedder told a shareholders' meeting in Dortmund in November if Hoesch would go it alone if necessary.

One reason behind the loss of enthusiasm is that the inevitable clashes of corporate self-interest have been sharply aggravated by the new collapse in steel demand

since July, which one German steel expert describes as a "free fall".

This year, West Germany's steelmakers will probably produce little more than 36m tonnes of crude steel, against 38m tonnes in 1974, the last good year, and 42m tonnes in 1981. The European Commission will probably top off another 2m tonnes of German production at the beginning of next year as part of its crisis regime. Over half the German steel workforce (in its narrowest sense) is on short time.

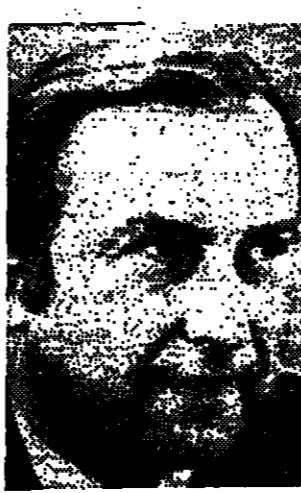
Next year, the German steel industry is expected to lose as much as DM 3bn (\$1.23bn) which could produce major problems for Salzgitter, the state-owned producer uncomfortably sited near the East German border - although Salzgitter managed to ride higher EEC first-half steel prices to a small profit in the year ending in September.

In the Saarland, where a Ruhrlstahl-like concept had been introduced in 1977-78, the central Saarland steelmaker, Arbed Saarstahl, had to be rescued this month with a new injection of government funds.

It is now recognised, not least by the Commission in Brussels, that there will have to be further savage

cuts in capacity on the Saar despite the fact that the concern is now producing only 130,000 tonnes a month against the 165,000 tonnes forecast.

The new crisis has brought to the fore a host of other and conflicting



Dr Detlev Rohwedder



Dr Wilhelm Scheider

mergers ideas, many of which go back to the mid-1970s or further. But many in the Ruhr also see a darker side to Ruhrlstahl's lack of progress. Herr Robert Joachim, the Social Democratic Economics Minister in North-Rhine Westphalia, said this month that those who find the Ruhrlstahl plans uncomfortable are trying to strangle the concept.

At the beginning of September, Thyssen and Krupp Spalt announced they intended to merge their special steel operations. Round at Hoesch, Dr Rohwedder could scarcely conceal his fury and

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Publicly, Krupp continues to argue that Ruhrlstahl has right of way and that its 30 per cent share in the new special steels operation would be brought into Ruhrlstahl. However, company officials point out that Ruhrlstahl offered no rationalisation possibilities in the special steels area. With the market for these alloys falling sharply, the merger with Thyssen could "not be overlooked," especially as it would cut 4,000 duplicated jobs.

In recent weeks, the Krupp talks have progressed into other products, and 10 days ago Krupp again stunned the Ruhr by announcing a 10 per cent reduction in its workforce (and capacity) at Rheinhausen, thus cutting away at the very basis of Ruhrlstahl.

Dr Werner Bartels, chief executive, said that he would recommend that a net profit of DM 78.7m (\$32.2m) be transferred to the parent group, compared with DM 10.3m in 1980-81.

Thyssen itself announced last week that it would maintain its 1981-82 dividend at last year's lower level of DM 2 per DM 50 share, despite the deterioration of its steel business since the summer.

Dr Bartels said world sales at Thyssen Industrie were down 0.7 per cent to DM 5.4bn, with difficulties at the two Brazilian subsidiaries contributing to a 2 per cent in sales of overseas companies.

Nevertheless, the domestic companies grouped within Thyssen Industrie increased their orders booked by 10.4 per cent to DM 5.71bn over the high level achieved in 1980-81. Again, however, the overseas subsidiaries suffered from weak demand with orders booked falling 2 per cent to DM 367m.

The chief contribution to the better 1981-82 result came from the rationalisation of the domestic units, many inherited with the wholesale takeover of Rheinstahl in 1973. Dr Bartels said that only three of the 13 units were in the red, largely through restructuring of the foundry sector, which had been hit by the decline in demand for heavy castings.

Thyssen Schalker Verein, which suffered a sharp drop in sales in 1980-81, recovered strongly with a 12.1 per cent increase in sales.

### Weak pound boosts Cable & Wireless

By Jason Crisp in London

CABLE & Wireless, the UK telecommunications group, surprised the City yesterday with much higher profits than expected. In the six months ending September 1982, pre-tax profits rose by almost 50 per cent to £55m (£108m) while turnover rose less than 10 per cent.

With most of its income derived from overseas, the weakness of the pound boosted trading profits of £2m by £1m. Excluding the currency gain, reported trading profits rose by just under 20 per cent.

One of the main reasons for the improvement was a significant rise in the profits of its U.S. telecommunications business.

The pre-tax profits were boosted by an increase in income from investments and leasing, which rose from £2m in the comparable period last year to £1.3m.

In October 1981 the Government

sold almost half the shares of Cable & Wireless at 169 pence a share. Yesterday it closed at 350p, up 16p.

Cable & Wireless said investment income would reduce annually by £3m after an exceptional tax payment in January this year.

A substantial part of Cable & Wireless's business comes from its franchise operations, where it installs telecommunications systems in countries and receives a share of operating revenues. The two largest are Hong Kong and Bahrain.

In July last year it sold a 50 per cent stake in its Bahrain operation and in September it sold 20 per cent of its Hong Kong business to its government.

After taking these disposals, underlying trading profits are believed to have risen by just under 30 per cent.

Mr Humby-McKay, vice-president of markets and market development for the exchange, said: "I think it will be of particular advantage to high tax companies, of which Canada has a great number."

The equity futures contract joins a contract started in September 1980 for trading in interest rate futures of 18 years, five years and short-term Canadian Government securities.

Minimum margin for the futures

contract will be £500 for a speculator and half that for a hedger.

The 10 shares making up the basket are Alcan Aluminum, Bank of Montreal, Bell Canada, Canadian Pacific, Gulf Canada, Hiram-Walker Resources, Imperial Oil "A" Inc., Moose Corporation and the Royal Bank. The 10 have followed general market trends very closely over the past decade.

With the interest rate contract, the equity futures contract is to become part of a new Toronto Futures Exchange allowing wider membership than the Stock Exchange does.

### Dresser earnings decline

By Paul Betts in New York

DRESSER INDUSTRIES, the large Dallas-based oil service company, reported yesterday a sharp decline in both its fiscal fourth-quarter and fiscal 1982 earnings.

The results reflected the depressed economic climate and especially the slump in the U.S.-offered industry. The company said the U.S. Soviet pipeline trade embargo had had little overall effect on the company's performance.

Dresser's earnings in its latest quarter plunged to \$16.5m from \$24.8m in the last quarter of the previous fiscal year. Revenues also declined in the latest three-month period to \$22.5m from \$26.5m.

For the latest fiscal year, earnings were sharply lower at \$17.2m compared with \$18.6m in the previous 12-month period.

### AT&T up 7.4% in year

By OUR FINANCIAL STAFF

AMERICAN Telephone and Telegraph, the dominant U.S. telephone company, has reported a 3 per cent dip in fourth-quarter net profits to \$1.84m from \$1.98m a year earlier.

Earnings per share were \$2.07 on an average of 872,400 shares in the fourth quarter, compared with \$2.31 on 890,500 shares a year earlier.

Full-year earnings per share were \$2.38 on an average of 845,200.

AT&T said its lower earnings for the three months ended November

30 were because of a continuing lack of growth in the economy.

"Indicators of demand for our services, such as calling volumes and new customers connections, were sharply affected" by the economy.

AT&T said while it expected an upturn in the economy some time in 1983, it did not expect the recovery to be as strong as those that have followed other post-World War II recessions.

These debentures have been sold, this announcement appears as matter of record only.

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## Companies and Markets INTL. COMPANIES &amp; FINANCE

APM buys  
Continental  
stake in  
Containers

By Lachlan Drummond in Sydney

AUSTRALIAN Paper Manufacturers, the diversified paper, packaging and timber group, has bought out the 20 per cent minority interest in its Containers packaging subsidiary held by the Continental Group of the U.S.

No price was revealed for the stake, although APM's 1981 bid for Containers valued the one-fifth stake at about A\$25m (US\$13.8m). After the 1981 bid Continental's holding in Containers was reduced from 28 per cent to the current level.

APM recently raised A\$50m through a rights issue, with most of the cash earmarked for its A\$160m paper expansion project.

Containers has been a solid performer for APM, contributing almost A\$16m of total earnings of A\$66.75m in the year to June 30 last.

Technical links between Continental and the Australian can and plastic bottle making group will be retained.

## Sharp fall in consolidated interim profit at Toshiba

BY YOKO SHIBATA IN TOKYO

TOSHIBA Corporation, Japan's second largest integrated electrical machinery group with 33 consolidated subsidiaries, reports consolidated profits down by 16 per cent to Y18.5bn (US\$1.8bn) in the first half-year ended September 1982.

Consolidated half-year sales were Y1.185bn, a rise of only 1 per cent compared with the previous fiscal year.

Consolidated per share profits were Y7.49, against Y9.86.

Consolidated per share profits were also Y2.5 lower than those of the parent company alone.

Sluggish sales were attributed to setbacks in home electrical appliances (down 1 per cent to Y351bn) and heavy duty electrical apparatus (down 1 per cent to Y357.4bn).

Sales of communications and electronic components, however, surged by 14 per cent to Y357.9bn, with sales of office automation equipment and semiconductors particularly buoyant.

Overseas sales of home electrical appliances remained at the previous year's level (Y280.7bn), accounting for

23.6 per cent of total turnover. Earnings setbacks were largely attributed to the deterioration of consolidated subsidiaries. Among overseas sales subsidiaries, the performance of those in Brazil and Argentina were aggravated by the suspension of shipment during the Latin American financial crisis.

Of Toshiba's domestic subsidiaries, Toshiba Home Electric Sales, Toshiba Ampeks, Toshiba Kokan and Toshiba Jukuto Sangyo incurred losses. Earnings from consolidated subsidiaries declined by 2 per cent compared with the previous year.

In the current half-year ending March 1983, Toshiba expects continued favourable sales of electronic components. But total half-year sales are expected to stay at the first-half level.

For the current full year ending March 1983, consolidated net profits are projected at Y37.5bn, down 15 per cent on last year, on expected sales of Y240.8bn, up 2 per cent.

Toshiba has said that it plans a gradual and partial withdrawal from Latin America, because of the worsening financial situation there.

As a first step in this process it will run down two of its wholly-owned sales subsidiaries, Toshiba Argentina in Buenos Aires and Toshiba de Panama in Panama.

Other subsidiaries on the list for a possible rundown are Toshiba de Chile, Toshiba Medical do Brazil, and T. S. Services Industria.

● Tokyo Electron, listed on the second section of the Tokyo Stock Exchange, was the first Japanese company to have its share split one-for-one on Tuesday, under a new commercial law enacted in October.

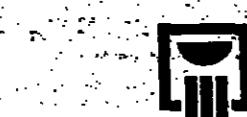
The split, effective for shareholders registered on December 14, is designed to reduce the high share price and to revitalise trading in the shares.

● Tokushu Kogyo, a Japanese oil refiner, said it planned to split its shares two-for-three in February, and Seven Eleven Company, a retail chain, said it proposed a one-for-two split in June.

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National Bank of Egypt

## Moët Hennessy

At its meeting of 25th November 1982 the Board of Directors of Moët Hennessy recorded final completion of the two transactions already approved, namely:

— Purchase of 34% of the shares of S.A. Georges Delbard and S.C.A. Des Pepinières Et Roseraies Georges Delbard.

— Acquisition through its subsidiary Moët-Hennessy US Corporation of 100% of the shares of the California company, Armstrong Nurseries Inc., the world's second largest rose grower.

By these transactions, Moët Hennessy has gained a foothold in a new sector, where its objective is to pick up into practice the Delbard Group's technological know-how in "in vitro" vegetative cultivation of roses in the largest consumer market, the USA. Supported by the power of the trading network at Armstrong's, the Group should become a world leader.

Simultaneously, Moët Hennessy is strengthening its position in the USA, where it already has several subsidiaries, the consolidated turn-over of which has already reached 200 million dollars.

In order to consolidate the Group's financial situation, the requirements of which are connected (1) to the two transactions above and (2) to the exceptional champagne vintage, the Board decided on the principle of increasing capital against cash (1 for 8) to be made at the beginning of 1983.

The Board also approved distribution of an Interim Dividend of FF.8 net (against FF.7 in February 1982) which will be paid on 10th January 1983 against coupon No.35.

## Malayan Banking Berhad

US \$60,000,000

Negotiable Floating Rate Dollar Certificates of Deposit due 1987 Tranche A

In accordance with the provisions of the Certificates, notice is hereby given that the rate of interest for the period from 17th December 1982 to 17th March 1983 has been established at 9.4 percent per annum.

The interest payment date will be 17th March 1983. Payment which will amount to US \$6,093.75 per Certificate, will be made against the relative Certificate.

Agent Bank  
Bank of America International Limited

## Breathing space granted to Harvester Australia

BY OUR SYDNEY CORRESPONDENT

APPLICATIONS for winding-up orders against International Harvester Australia's manufacturing arm and International Harvester Credit Corporation have been set aside until April 7 by the Supreme Court of Victoria.

Adjournment of the hearings after a lending agreement is to be concluded for the nearly 30 creditors of the troubled group. The court's approval was required in order to avoid the liquidation of Harvester following the winding-up petitions.

The decks are now clear for the International Harvester Australia group to work out a scheme to allow it to trade itself out of its difficulties, although its level of operations will have to be reduced.

The group, its receivers, lenders, employees and the Victorian State Government will now work towards a full-scale reorganization scheme which will see it shed about 1,000 of its 2,500 workers as it pulls out

of agricultural equipment manufacture and scales down truck making.

The applications for the winding-up orders against Harvester formed part of the long-running negotiations among lenders, and the adjournment was a formality following the execution of the loan pact by all lenders yesterday.

In essence, the pact will see four lenders — Lloyds International, Partnership Pacific, Wardleys Australia and Euro-Pacific Finance — transfer a A\$13.5m (US\$13m) exposure to the manufacturing arm from the more financially sound credit unit.

At the same time A\$10.12m will be made available from a total of A\$25m of credit lines extended to Harvester but as yet not drawn on. The funds from the undrawn lines will be held in escrow until a court sanctioned scheme of arrangement is in place.

## Half-year earnings down at World International

BY ROBERT COTTRELL IN HONG KONG

WORLD INTERNATIONAL (Holdings), the shipping group controlled by interests of Sir K. Pao, has reported attributable interim profits almost one-third down in the six months to September.

After a total profit of HK\$245.5m (US\$30.4m) compared with a 1981 interim figure of HK\$315m. This year, however, there is an extraordinary debit of HK\$13m, against an extraordinary gain of HK\$125.5m in last year's first half.

Attributable profits of HK\$224.5m this year compared with HK\$340.8m. In its last full year to March 1982, World

showed attributable profits of HK\$216.4m.

The interim dividend is maintained at 4.5 cents. The board said at last year-end that it expects at least to maintain dividends for the full year at 12 cents.

Basic interim earnings per share are up from 15.9 to 16.7 cents. However, when outstanding deferred shares are taken into account the figure falls from 15.8 cents last interim to 14.9 cents this year.

Apart from its shipping interests, World holds 45 per cent of Hongkong and Kowloon Wharf, the property group which was the subject of an abortive merger last year.

## Sappi to maintain payout

BY OUR FINANCIAL STAFF

SAPPI, THE South African paper and packaging manufacturer, is projecting its earnings for 1982 at slightly less than last year's 218 cents (\$1.98) per share, but is hoping to maintain a dividend at 86 cents, Mr Basil Landau, the chairman, told shareholders yesterday.

Mr Landau said the second-half performance was disappointing, with a recovery in demand for group products not meeting expectations. Increased demand materialised only near the end of the year and earnings will be similar to the first half.

The shareholders approved Sappi's proposed R150m rights issue which is being raised to finance the R800m expansion of the company's Ngodwana pulp and paper mill.

Mr Landau said construction was proceeding on schedule at the plant and indications were that the project would be completed on time and within budget.

This Advertisement complies with the requirements of the Council of the Stock Exchange

Organized under the laws of the United Mexican States)

SHORT TERM NOTES ISSUED IN SERIES

UNDER A U.S.\$100,000,000

NOTE PURCHASE FACILITY AGREEMENT

GUARANTEED BY CITIBANK N.A.

Issue Price 100 per cent

Citcorp International Bank S.A. has agreed to subscribe or procure subscribers for the Notes as provided in the Note Purchase Facility Agreement.

The Notes in the denominations of U.S.\$10,000 and U.S.\$50,000 each, will be issued in Series of between U.S.\$25,000,000 and U.S.\$50,000,000. Application has been made for the Notes to be admitted to the Official List of The Stock Exchange of the United Kingdom and the Republic of Ireland, subject only to the issue of the Notes.

Notice is hereby given that the U.S.\$50,000,000 Series 10 issued under the Note Purchase Facility Agreement will carry an interest rate of 10.4% per annum and the Maturity Date of the Series will be 16 March, 1983.

Particulars of the Notes and of Asesores de Finanzas, S.A. de C.V. and Citibank, N.A. are available in the statistical services of Ecol. Statistical Services and may be obtained during normal business hours on any week day (Saturdays and public holidays excepted) up to and including 31 December, 1982 from:

Cazenove & Co.  
12 Tokenhouse Yard  
London EC2R 7AN

16 December, 1982

This announcement appears as a matter of record only



## OKG Aktiebolag

U.S. \$100,000,000  
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Lead Managed by:  
Enskilda Securities  
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WestLB International S.A.

Agent Bank:  
Skandinaviska Enskilda Banken

November 1982

## Occidental Petroleum Corporation

has acquired

## Cities Service Company

We initiated this transaction and acted as financial advisor to Occidental Petroleum Corporation.

## Goldman, Sachs &amp; Co.

New York Boston Chicago Dallas Detroit  
Houston Los Angeles Memphis Miami  
Philadelphia St. Louis San Francisco  
London Tokyo Zurich

December 7, 1982

Goldman  
Sachs

Weekly net asset value

Tokyo Pacific Holdings (Seaboard) N.V.  
on 13th December 1982, U.S.\$59.89  
Listed on the Amsterdam Stock Exchange

Information: Pierson, Heldring & Pierson N.V.,  
Herengracht 214, 1016 BS Amsterdam.

## VONTobel EurobondIndizes

WEIGHTED AVERAGE YIELDS

PER DECEMBER 14 1982

	Today	Last week	Year's High	Year's Low
U.S\$ Eurobonds	12.80	12.41	15.62	12.41
DM (Foreign Bond) (Issue)	7.72	8.14	9.75	7.73
HPL (Bancor Note)	8.10	8.55	10.28	8.18
Can\$ Eurobonds	12.70	12.94	17.47	13.70

J. Vontobel & Co., Bankers, Zurich - Tel: 01-498 7717

## UK COMPANY NEWS

## Cable and Wireless £22m midway boost

A SURGE of £22m in pre-tax profits has been shown by Cable and Wireless to £67m for the six months to September 30, 1982. Turnover of this supplier of telecommunications services and facilities, almost entirely overseas, was £15m ahead at £193m.

At the trading level profits improved by £1.4m (6.5%), which the directors say, was boosted by a currency gain of £5m, due to current sterling exchange rates. They also included doubled profits of £8m (£4m) from associates, including restructured companies in Bahrain and Hong Kong.

The directors also point out that sustained progress in achieving improved margins has helped to the continued improvement in trading results.

Pre-tax profits were struck off the sum of £11m investment and lessing profits from £4 to £12m.

The net interim dividend has been lifted from an equivalent 2.6p to 3.2p after earnings per 50p share were shown as up

reduce by £3.5m annually following an exceptional tax payment on January 1 1982, resulting from the net extraordinary gain and balancing charges which appeared in the accounts in March 1982 and 1981 respectively.

In the last full year a total dividend equivalent to 6.6p was paid from pre-tax profits of 57 per cent higher at £97.6m (£82.05m) (£292.99m), a 21 per cent increase.

The telecommunications business in the U.S. is producing profits significantly above the level of the comparative period last year, say the directors. The volume of business handled by the group continues to increase, but at a slower rate, reflecting current economic conditions.

The increased attention given to the management of cash is benefiting results, they say, and as investment is made in new business opportunities, interest income will be replaced progressively by trading profits.

Future investment income will

## McCarthy and Stone in line with forecast

With a rise in taxable profits from £1.4m to £2.16m in the year to August 31 1982 McCarthy and Stone—the property developer in housing for the elderly—is in line with its forecast at the time of its placing on the Unlisted Securities Market last June of pre-tax profits in excess of £2m.

The year's dividend is set at 4p net per 20p share which is covered by stated earnings per share of 17.4p (11.6p).

Mr John McCarthy, chairman, says the current year has started well with sheltered unit sales for the first three months totalling 88.

Turnover rose from £4.53m to £5.68m with sales of sheltered units amounting to 230 units. Tax took £520,000 (£525,000) leaving attributable profits of £1.34m (£573,000). After dividends of £33,000 (nil) the retained balance emerged at £1.25m (£573,000).

## • comment

Among the USM companies McCarthy and Stone promises to continue to be one of the most solid performers if it has a six year lead on applying and enhancing its proven formula for providing accommodation in one of the most recession-proof sectors of the market with a rapidly growing over 600 population. By adopting standardised units it is able to achieve high construction efficiencies and combined with a policy of not carrying a land bank, that requires funding, it is attaining gross margins around 30 per cent. On top of this it is building up a useful contribution from estate management. However, while it continues to fund expansion from cash flow growth can be spectacular and there are also physical restraints of finding suitable sites. A move to widen its developments into the north of the country will mean this will not be a problem in the short term nor does it require it to accept lower margins on units in areas where the working population is less affluent. Further good progress is indicated for the current year and its aim to have approaching 1,300 units under construction by year end, points to a high flow of completions for the following two years. The shares, which had more than trebled since the placing at 137p in June, the 10p rise yesterday slipped 20p to 370 bringing the fully taxed historic p/e a shade closer to reality at 25.

## T. Cowie advances: further progress seen

SECOND HALF results of T. Cowie continued the progress made in the two preceding six month periods and enabled the directors to return the net interim profit of £1.01m for the year to end September last, compared with £534,000 the previous year.

Having regard to the economic climate the directors regard the performance as satisfactory and with prospectively forward interest rates they look forward to a further improvement in the current year.

Earnings per 5p share on a net basis emerged at 5.34p (10.1p loss) for the year under review and an increased final dividend of 1.2p (0.8p) raises the net total to 18p against 1.6p.

Turnover moved ahead from

£91.19m to £93.28m. Interest charges amounted to £1.7m (£1.93m), tax took £175,000 (£156,000) and minorities accounted for £35,000 (£6,000)—there were no extraordinary debits last year of £290,000 the previous year.

A divisional breakdown of pre-tax profits shows: motor trade £619,000 (£383,000), coach travel £306,000 (£233,000 loss), hire £18,000 (£193,000 loss), fire, safety and security £137,000 (£133,000 loss) and finance £625,000 (£482,000). Head office and miscellaneous expenses amounted to £89,000 (nil).

The group returned profits of £311,000 at the half-way stage which compared with £529,000 in the preceding six months and a loss of £95,000 for the first half of the 1980-81 year—second

half results generally produced better returns.

In their interim report the directors were confident of a significantly better annual result provided interest rates did not reverse recent downward trends and the economic outlook did not worsen.

## • comment

It's hardly time for rejoicing but Cowie has taken its first step towards recovery. And looking at some other results from the motor sector that in itself is quite an achievement. Central Motor Holdings has been taken out for the first time so straight comparisons are invalidated. Yet several features stand out. The motor business is holding up

reasonably despite margin pressures and the finance side is progressing well indeed. With a little help from the market the turnover from spot trading is better than could have been hoped for and even the agricultural side, which made an unwelcome entrance along with the black, the key to this year's profits could well be.

Although the fall in interest rates has been a welcome relief, the balance sheet is still a hefty £10m while off-balance sheet there sits a further £12m in the finance associate. So every percentage drop in interest rates clips £200,000 or so off financing charges. With just a modest trading position the market in 1983 could look pretty good. The shares rose 2p to 35p yesterday for a yield of 8.1 per cent.

## Brasway nears break-even

A DIFFICULT first six months as predicted at the AGM left Brasway, an iron and steel scrap processor and tube and bright metal manufacturer, with pre-tax profits at an almost break-even £3,498, compared with £361,235 previously.

The figures included a £59,000 profit from the disposal of the Cardiff Dock operation.

Turnover for the period, covering the 26 weeks to October 31, 1982, fell from £11.57m to £8.34m.

Mr R. A. Swaby, the chairman, describes the results as "disappointing" but adds that "things are now taking a turn for the better and the company can look forward with more

confidence."

Although there may be a few months in the latter half of the year which could upset the trend, the chairman says he is now more confident in predicting a "much better second half and certainly an exciting financial year commencing May 1983" when he believes the company will turn in some "quite exceptional results."

Although a much better second half is forecast, the company will not achieve the levels of last year (£713,000 pre-tax). However, 1983/84 will be a strong growth period for the group, the chairman says.

The net interim dividend is being effectively reduced from

1.1p to 1p—a total equal to 2.22p was paid previously. Stated earnings per 10p share dropped from 6.39p to 0.85p. There was no tax charge (£56,000).

Mr Swaby says the bright bar division has had a difficult time lately, but that "there is absolutely no doubt that this division will contribute significantly to group profits in the coming years."

He points out that the tube division has consistently performed well and that he sees no reason to alter his opinion that this growing part of the group will remain the "jewel in the company's crown" for some years to come.

## Yearlings total £15.25m

Yearlings bonds totalling £15.25m at 10 per cent redeemable from December 21 1983 have been issued this week by the following local authorities.

Alnwick District Council £2.5m; Bassettlaw DC £0.8m; Bransgore DC £0.25m; Isle of Wight County Council £0.5m; East Cambridge DC £0.25m; Rochdale Metropolitan DC £0.25m; South Oxfordshire DC £0.25m; Taunton Deane BC £0.25m; West Lancashire DC £0.25m; Birmingham (City) DC £2m; Brighton BC £1m; Chesterfield (Borough of) £0.75m; Walsall Metropolitan BC £1m; Hillingdon (London) £0.25m; Brentwood (Essex) £0.25m; Kensington & Chelsea (Royal Borough of) £1.25m; New

Forest DC £0.75m; Sefton Metropolitan BC £1m; South Yorkshire CC £0.5m; Tonbridge and Malling DC £0.5m; West Devon DC £0.5m; Ellesmere Port and Neston (Borough of) £0.5m; Northampton BC £0.5m.

A total of £0.75m of 11 per cent bonds at par redeemable on December 9 1987 have been issued by Ettrick & Lauderdale £0.5m; Castle Point DC £0.25m.

Loughborough DC and Dartford DC have each issued £0.5m of 10 per cent bonds at par for

redemption on June 13 1984. Bransgore DC has issued £0.25m of three year bonds carrying a coupon of 11 per cent and a redemption on December 11 1988.

## Downs Surgical losses more than doubled

Very difficult trading conditions for Downs Surgical have resulted in more than doubled pre-tax losses of £248,000 for the six months to September 30 1982, compared with £119,000 for 24 weeks last time.

First-half sales increased from £7.4m to £9.05m. At the trading review, the company made a trading profit of £66,000 (£85,000) but this was wiped out by net interest charges up from £14,000 to £14,000.

The share price was £13,000, against £20,000, making a net loss of £261,000, compared with £162,000. There was also an extraordinary debit of £106,000 (£41,000 credit) being redundancy and compensation payments.

Stated loss per 10p share fell to 1.31p (2.49p) basic and 1.24p (2.49p) diluted, but the 10 per cent dividend paid on 1.025p a share of £1.675p was paid for the 1981-82 year from taxable profits of £1.04m (£170,000).

Net profits for the first half of the current year emerged at £155,000, lower at £260,000 after tax of £82,000, against £80,000, and minorities of £6,000 (£H).

The group's interests are in bulk storage, chemical manufacture and merchandising.

## Carr's Milling lifts payment

Following an increase from £50,000 to £75,000 at half-way, pre-tax profits of flour miller, Carr's Milling Industries, finished the 53 weeks to September 4 1982 ahead at £991,882, compared with a previous £749,732. Sales advanced from £24.77m to £28.31m for the period.

Current trading is satisfactory and directors are lifting the final dividend to 3.5p (3p) net per 25p share, boosting the total payment by 1p to 25p.

The charge for the 53 weeks totalled £283,210 (£138,491).

PKbanken £1,000,000  
Subordinated Floating Rate Notes Due 1991

For the six months, December 17, 1982 to July 16 1983 the interest rate has been fixed at 10% per annum. Interest payable on June 17, 1983, will be US\$605.58 per note of US\$10,000 denomination.

PK Christiania Bank (UK) Ltd.  
Agent Bank

LADBROKE INDEX  
582-587 (1-11)

## Caravans Int'l. £3m loss: bank aid sought

By Mary Ann Sieghart

TROUBLED caravan manufacturer, Caravans International, announced record pre-tax losses of £3.15m yesterday, together with a proposed deal with bankers to improve liquidity.

Borrowings currently stand at 20 per cent of shareholders' funds.

The loss incurred was

## Arlen rights: plans disposal

By RAYMOND SNOODY

Arlen Electrical, the Slough-based manufacturer of electrical and lighting accessories, plans to dispose of the loss-making subsidiary and make a £500,000 rights issue.

The company is to sell Emson

Plastics of Tonbridge, which

specialises in thermoplastic moulding for the electronics and telecommunications industry.

The loss incurred was

£1.1m, which is £1.05m less than double the £0.55m deficit for the year to August 31 1981.

Sales were down from £2.6m to

£2.4m.

African countries contributed

nothing at the trading level,

compared with a profit of £1.95m

last year, and European countries showed a loss of £1.35m.

The group says its financial

problems are due to the

sharp fall in interest rates over the past two years with Arlen contributing to this with a trading loss of £201,000.

Arlen considered closing

Emson but instead decided

to sell its share capital for £1.1m.

Emson's financial director, Ian Weller, says: "We have

been in discussions with

various investors over the

past two years

with Arlen contributing to this

with a trading loss of £201,000.

Arlen shares closed yesterday

at 165p up 2p.

## BOARD MEETINGS

The following companies have dates of board meetings to the Stock Exchange. Such meetings are usually held quarterly, but some companies do not have a fixed date.

Companies whose dates are not available as to whether the dividends are interim or final and the dividends shown below are based mainly on last year's results.

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## Companies and Markets

## Heaviest turkey sold

**T**HIS was sold yesterday for a record price of £3,000. The bird, which weighed 76 lb 143 oz was produced by Dale Turkeys of Shropshire and beat the previous record set in 1980 by 31 oz.

The turkey was bought for Dethwells at an auction of heavy turkeys held on board HMS Wellington in London and proceeds from the auction went to King George's Fund for Sailors to aid the families of merchant seamen who served in the Falklands.

• **SIERRA LEONE'S** Marampa iron ore mines have been opened after a seven-year closure. Austria has lent Sierra Leone \$16m to resume mining under a 1980 agreement making the state mining company Austrammineral manager and sales agent for the mine's output. The mine is expected to produce at least 15 tonnes of high grade ore concentrate a year.

• **WORLD VOLUME** of rice traded in 1982 is expected to be about 11.7m tonnes, unchanged from the revised total expected for this year, according to U.S. Department of Agriculture. It calculated that a cleaner up the world grain situation the USDA said exports by the U.S. and India are expected to fall sharply and those by Thailand, Taiwan, Venezuela and Vietnam increase.

• **DEMAND** for wool at this week's auctions in Australia remained weak, with the Australian Wool Corporation buying in 40.5 per cent of the bales on offer in Brisbane, 39 per cent in Adelaide and 26 per cent in Fremantle.

• **THE INTERNATIONAL TIN** Council has published its latest study on the tin industry. World Tin Mining — Operations, Explorations and Developments, giving updated information on recent tin mining activities throughout the world.

## Copper prices fall

BY JOHN EDWARDS, COMMODITIES EDITOR

**C**OPPER led a general decline in base metal prices on the London Metal Exchange yesterday to the sharp overnight fall in the New York market. The cash price of high grade copper closed at \$18.23 lower at \$581 a tonne. The market came under heavy selling particularly from U.S. speculators, who had previously played a large part in pushing values to the higher levels for 13 months last week.

There was general disappointment at the reaction on Wall Street and New York metal markets to the cut in the Federal discount rate.

This was reflected in the sudden reversal in the gold price, which lost \$12.75 to \$345.55 an ounce, and also hit silver and platinum hard. The London bullion spot price for silver was cut by 30.15p to \$638.75 an ounce at the morning fixing and declined further to \$629p in the afternoon. Free market platinum tumbled by £13.40 to £244.55 an ounce.

The prices also lost ground,

but for a different reason. The market fell sharply in the morning when support buying failed to emerge from the buffer stock of the International Tin Council. However the market rallied later when the buffer stock resumed buying. Nevertheless, cash tin closed £7.25 down at £4,435 a tonne.

The International Tin Council is holding talks in London at present to decide on the level of export quotas for the first quarter of 1983. It is generally expected that the present 36 per cent cutback will be maintained.

However, there must be some concern that in spite of these new export restrictions, the buffer stock is reported to have been forced to buy some 6,000 tonnes during November to support prices. Consumer demand for tin is so poor that London is heavily dependent on buffer stock support buying to sustain current levels. The Straits tin price in Penang remains at the same level.

"Floor" of \$M29.15 a kilo.

Meanwhile, the USDA projected world grain production for 1982/83 (ending June) would rise to 1,255m tonnes.

Our foreign correspondent writes: Zimbabwe is to open 100,000 tonnes of maize for Australian wheat under a deal arranged with the UN World Food Programme. Under Phase One of the deal Zimbabwe will exchange 42,500 tonnes of maize for 25,000 tonnes of wheat. The second stage provides for Australia to buy or exchange a further 37,500 tonnes of maize. Zimbabwe currently has a maize stockpile of nearly 2m tonnes but has a shortage of wheat.

Reuter reported from Washington that further wheat sales by the U.S. to the Soviet Union

are expected to be announced soon, bringing total business to between 1.5m and 2m tonnes.

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The Brazilian sugar to USSR

BY OUR COMMODITIES STAFF

**W**HAT SALES of 600,000 tonnes to the Soviet Union, and the prospect of more to come, were announced by the U.S. Department of Agriculture (USDA) in Washington. The sales are the first reported purchases of U.S. wheat by the Russians under the seventh year of the grains supply agreement between the two countries although the Soviet Union has already bought 2.9m tonnes of maize. In the sixth year of the agreement, which ended on September 30, Soviet purchases totalled 13.87m tonnes — 6m of wheat and 7.8m of maize.

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The Brazilian sugar to USSR

BY OUR COMMODITIES STAFF

**W**HAT SALES of 600,000 tonnes to the Soviet Union, and the prospect of more to come, were announced by the U.S. Department of Agriculture (USDA) in Washington. The sales are the first reported purchases of U.S. wheat by the Russians under the seventh year of the grains supply agreement between the two countries although the Soviet Union has already bought 2.9m tonnes of maize. In the sixth year of the agreement, which ended on September 30, Soviet purchases totalled 13.87m tonnes — 6m of wheat and 7.8m of maize.

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## JOBS COLUMN

## Harrowing query • Executive directors' pay

BY MICHAEL DIXON

PROTESTS that the United Kingdom is still effectively run by an élite from certain exclusive "public" schools, usually Eton and Winchester as the two schools responsible. Observing this, a reader who must be nameless has raised a question.

Although he has for years been recruiting graduates for industry and commerce, he has never come across a graduate job-candidate who had gone to Harrow. Accordingly, he suggests that:

1.—Either Old Harrovians do not go into industry and commerce, or

2.—Those who do, don't graduate beforehand.

He would be interested to hear of other Jobs Column readers' views on that hypothesis. And so would I. But in the meantime, I'd like to suggest that there is at least one other possible explanation.

It is that such graduate Old Harrovians as go into industry and commerce do not enter by way of the common channels of recruitment. It may be that, to a greater extent than ever, Old Etonians or Wykehamists, Harrovians are responsible for the legend of the company chief who at 9.30 one morning sent for his general manager and introduced him to a silkily groomed young man.

"This gentleman has just joined the company," the chief said. "I want you to take him away and rub his nose in the middle

the everyday work we do. Don't spare him, because I'm determined that he should have a thorough grounding. Then bring him back here in time to take his seat at the board meeting this afternoon."

## Modest reality

WHATEVER legend might say, however, the money rewards of directors' jobs in the generality of British industry and commerce do not seem overwhelmingly attractive these days. The table alongside gives some results of a survey made in September and just published by the Royal Institute of Management in conjunction with the Institute of Directors.

My figures relate only to fully executive board members—managing directors and all other types of subordinate director, taken together—broken down according to the size of their company's turnover. Any one wanting detailed information on the survey's findings should contact Bill Couldrey of the Royal Institute of Management, 1 Mill Street, Stone, Staffs, ST15 8BA, telephone 0785 814554.

As well as basic salaries, the table shows total rewards including bonuses and so on received in money. If the people in each category were ranked by their rewards, the lower quartile would be the pay of the person a quarter of the way up from the bottom, the median that of the one in the middle

Size of organisation by turnover	Lower quartile		Median		Upper quartile	
	Basic salary	Total money rewards	Basic salary	Total money rewards	Basic salary	Total money rewards
UNDER £1M						
Managing director	10,500	12,000	13,500	14,500	19,000	20,450
Other directors	9,600	10,000	11,500	12,050	14,000	14,500
£1M - £2M						
Managing director	17,000	18,700	19,750	20,600	22,500	24,500
Other directors	12,500	13,500	15,000	16,575	18,250	20,000
£2M - £10M						
Managing director	19,000	20,000	21,600	24,100	26,000	28,495
Other directors	14,000	15,219	16,333	17,572	19,100	20,500
£10M - £25M						
Managing director	22,250	25,000	26,500	27,500	30,242	34,480
Other directors	15,500	16,085	18,125	19,333	20,875	22,950
£25M - £75M						
Managing director	22,375	24,000	29,250	32,424	34,563	37,500
Other directors	17,200	18,000	20,000	21,020	24,000	28,250
£75M UPWARDS						
Managing director	25,963	29,838	35,843	40,000	45,000	52,000
Other directors	20,000	21,718	25,000	28,000	33,250	34,688
ALL ORGANISATIONS						
Managing director	15,000	17,000	20,000	22,000	25,200	28,597
Other directors	13,850	14,625	17,200	18,143	21,000	23,000

and the upper quartile that of the one a quarter of the way down.

Since the figures tell their own story, all I will add is that the Jonathan Wren survey in the summer showed the average non-variable cash rewards among general managers of City of London banks to be £56,250. And on top of their

cash pay, senior City bankers tend to have perks often valued at half as much again.

## Chief dealer

£30,000 plus usual City perks are being offered by Dudley Edmunds of Robert Half Personnel (UK) for a chief dealer to market in London the foreign

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Being unable to name his

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The column now starts its Christmas break. Compliments of the season. See you again, I hope, on January 6.

client, he guarantees confidential treatment to applicants who so request.

## Name-seller

SO DOES Anthony Barker who is quoting about £25,000 plus bonus, car etc for a London-based managing director. The employer is licensed by WANG to sell numerous fashion, goods, cosmetics, household textiles worldwide, and the recruit will lead a small team in extending the range of products covered.

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## SECTION III

## FINANCIAL TIMES SURVEY

Although life has been a great deal smoother than in the industrial West, the country is nevertheless facing internal problems such as the decline of traditional industries and a slowdown in the growth rate.

## Growth starts to mark time

By CHARLES SMITH, Far East Editor

TO THE AVERAGE hard-pressed Western businessman, as well as to his colleagues in the investment community, Japan appears today to be experiencing an enviable amount of prosperity.

The economy is still growing, although by no means so fast as the Government predicted at the start of 1982. Consumer prices rose by less than 4 per cent in the first nine months of the year, and the current account of the overseas balance of payments is in surplus (although here again the figures are not quite as large as was at one time expected).

Add to all this a rate of unemployment which is still marginally below 2.5 per cent of the labour force and it would seem impossible to deny that, by the standards of most other industrial nations, Japan has remarkably few problems and is good deal to be grateful for.

## Pride

The Japanese themselves are not unwilling to admit that life has been a good deal smoother during the past year for almost anyone who lives and works in the great industrial cities of Tokyo, Osaka and Nagoya, than it probably has been for workers in the industrial west.

The "strong fundamentals" of the Japanese economy seem to be the pride of public officials at major economic ministries such as the Ministry of International Trade and Industry (as well as to Japanese central bankers who frequently

cite them as a reason why the exchange rate ought to be a great deal stronger than it actually has been).

Despite frequently voiced confidence in the overall state of the economy, however, there are signs that things may not be quite as good as they appear to be on the surface. Japan, in fact, finds itself in the odd position of performing impressively by the standards of most other industrial nations, yet facing some fairly severe internal problems of its own.

One of the most obvious indications that all is not as well with Japan's economy as the macroeconomic indicators might suggest, is the way actual economic performance during the year or so has diverged from what the Government originally intended.

Japan's economic growth rate was more or less on track during the first half of fiscal year 1981 (the six months running from April to September of last year) although the main source of expansion turned out to be, not the revival of domestic demand the authorities had forecast, but a continued rapid growth of exports.

From October of 1981 onwards, however, both growth and exports fell and for the year as a whole actual performance fell well short of earlier expectations.

Fiscal 1982, although still

citing last year's disappointing experience.

The Government began the year with the brave (but widely disbelieved) prediction that the GNP could return to the medium-to-fast growth track of just over five per cent that Japan had enjoyed in its latest economic and social development programme published just after the second oil crisis.

By the beginning of October officials had revised their guesses down to 3.4 per cent and a majority of private forecasters were saying that Japan would be very lucky indeed to escape a second year of less than three per cent growth.

Slower than expected — if still by no means minimal — GNP growth has had the effect of creating serious disarray in Japan's domestic finances (by causing a series of major tax increases in 1981 and 1982) and the forecasts of economists of additional "special borrowing programmes" and supplementary budgets". It has also meant that Japanese unemployment, though still low by other countries' standards, has climbed during the past few months to its highest point in two decades.

The immediate impact however, of the growth shortfall on employment and the budget may have been less important than what seems to have been its effect on Japan's national psychology. During the last six to 12 months Japan has lost its sense of invincibility of self-confidence by publicly asking itself (in the form of a debate between rival economic theorists in the Government and the private sector) just how fast the country should expect to be able to grow in future, and what may happen if growth rates do indeed slow drastically.

Officials at the Economic Planning Agency as well as some leaders of the ruling Liberal Democratic Party have been arguing vigorously since early this year that Japan must get back on a growth track of at least four per cent on the grounds that "anybody less than that would endanger the country's ability to provide a role".

One of the more notable is the question of whether Japanese industry has a "structure" which can continue to cope with the problems of a rapidly ageing society. Japanese business leaders, who tend to be highly sensitive to any danger of tax increases, have taken a strongly opposing view.

It is argued in the business world that Japan would be throwing good money after bad if it tries to stimulate the economy by "unrealistic" reflationary policies. Business leaders also maintain that a nation which now accounts for roughly ten per cent of global GNP must accept a limit to the extent to which it can depart from "norms" set by the rest of the world so far as growth rates are concerned.

## Exports

The debate about future Japanese growth rates has a direct relevance to the country's international economic relations (and therefore also for Japan's trading partners) since it was exports, rather than domestic demand, that served to keep the economy growing during the two years that ended in October 1981. Argument, however, also turns on a number of major domestic issues.

One of the more notable is the question of whether Japanese industry has a "structure" which can continue to support medium-to-rapid growth over the next few years without becoming seriously distorted.

A striking feature of the

Japanese industrial scene today is the divergence between the fast-growing (and heavily export-oriented) "processing and assembly" industries that have made a name for Japan in the outside world and the "stagnating" and for the most part unprofitable "materials" industries whose viability appears to have been destroyed by a structural shift in raw materials costs brought on by the second oil crisis.

Another problem which has been baffling Japanese economic planners is the way in which has failed to expand during the past year — the so-called "flight from goods" that has shown up in the purchasing habits of Japanese consumers.

Japanese families today seem to be increasing their expenditure on services much faster than on the products of even the newest and most glamorous products of the "processing and assembly" industries. By doing so they have increased the need of the latter to seek growth in overseas markets.

The conclusion which seems to follow from a quick review of structural changes under way in the Japanese economy — and

of the generally bleak climate in the outside world — is that Japan's growth may have to mark time for a few years while the economy adapts itself to new circumstances. To do this, however, is not the same as saying that Japanese business has entirely lost its "sparkle".

New products are being churned out at a faster rate than ever today by industries, ranging from motor cycles to audio equipment, in an attempt to stimulate flagging consumer demand. In many, if not all, industries, expenditure on research and development is also on the rise.

A final point about Japanese industry which ought to catch the eye of business and investors in the west is its sharply increasing interest in internationalisation. Japanese manufacturers have been aware for some time of the need to "side-track" protectionism in Europe and the U.S. by making their products on the spot in western countries instead of concentrating solely on direct exports from Japan.

More recently Japanese industry and the Japanese government seem to have realised that there may also be a good deal to be said for encouraging increasing direct foreign investment. Tie-ups between Japanese and foreign firms that take the form of the foreign partner acquiring a stake in a Japanese company in return for a transfer of technology were almost unknown until the very recent past but have recently shown signs of becoming popular.

Increasing internationalisation and a determination to reach new frontiers of technology may be no substitute for the "miracle" which drove Japan to achieve growth rates of over 10 per cent for almost two decades up to the early 1970s and rates of 5 to 6 per cent during much of the rest of the 1970s, but these two trends would at least seem to indicate that the Japanese still have

much to offer the rest of the world.

Whether the rest of the world can benefit accordingly may depend largely on the outcome of the trade talks on economic relations between Japan and its western trading partners.

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## JAPANESE INDUSTRY III

HOW CONSUMPTION HAS FALLEN  
(tons consumed per Y100m of GNP)

	1970	1975	1980	1981
Textiles	1.21	0.87	0.90	0.82
Paper	16.55	9.11	9.39	8.85
Ethylene	2.96	2.78	2.68	2.50
Steel	41.01	32.28	32.60	28.87
Ferroalloys	1.49	1.28	0.98	0.84
Aluminium ingots	0.74	0.78	0.86	0.81

Source: Industrial Bank of Japan.

HOW PRODUCTION GAP HAS GROWN  
(output indices for main industrial sectors 1975=100)

	February figures	1977	1979	1981	1982
Processing and assembly	126.7	156.3	203.2	212.6	
All manufacturing industries	110.3	124.2	114.8	115.8	115.4

Source: Industrial Bank of Japan.

## DECLINING INDUSTRIES

CHARLES SMITH

JAPAN IS known throughout the world for its competitive strength in industries such as cars, electronics, steel and machine tools. What is less well known is that the country also harbours some hopelessly uncompetitive major industries.

Basic materials industries such as aluminium smelting, petrochemicals, paper and pulp and fertilisers have either been growing very slowly indeed or not growing at all in Japan during the past few years or so and have, in addition, been chipping away some spectacular losses. The problem of how to restore such industries to health, or alternatively of how to let them disappear without causing too many awkward side-effects, has become a major headache for the Ministry of International Trade and Industry (MITI).

The situations in the 10 major industries which have been officially classified by MITI as being in need of emergency treatment varies substantially, from the certain to the dubious. One of the problems the materials industries share is that the demand for their products generated by

a given amount of growth in the economy as a whole has fallen sharply since the 1960s—as other industries have become more and more adept at economising in their use of materials.

A second problem is the high cost in Japan of energy and of oil-related raw materials. Japan's aluminium smelting industry, which is expected to incur losses of some Y300bn (about £200m) during the current fiscal year, uses electricity generated by oil-burning thermal power stations and, accordingly, faces far higher costs than the hydroelectrically powered aluminium smelting industries of Canada and the United States.

## Petrochemicals

The Japanese petrochemical industry is at a similar, though slightly less dramatic, disadvantage vis-à-vis competitors in the U.S. It uses imported naphtha as its main feedstock and is therefore burdened by far higher raw material costs than petrochemical industries using natural gas.

High energy or raw material costs provided the main explanation for the spectacular losses incurred over the past two to three years by the ferrous alloys industry as well to some extent by the industries faced by the paper and pulp, chemical fertiliser and oil refining industries. However, the costs of basic inputs into the

materials industries and the apparently irreversible weakening of demand for their products are not the only difficulties facing this sector of Japan's economy.

Most of the materials industries also face a situation of "excess competition" within each of them which has had the effect of depressing the price levels of their products. An example of internal "structural fragmentation" leading to excess competition is the petrochemical industry, where 12 companies operate a total of 15 ethylene centres. The aluminium industry is also argued as being corporatised with the total of five companies while the oil refining industry includes a dozen or so companies each linked to an independent—and grossly over-extended—network of retail outlets.

The basic philosophy of MITI with regard to the materials industries appears to be that Japan should maintain some production capacity in all the sectors concerned but that the amount needs to be reduced and the surviving plants re-grouped into a less fragmented structure.

MITI takes the view that a total withdrawal from, for example, the aluminium smelting industry is not feasible, given the bargaining power dangerously vis-à-vis foreign suppliers—besides depriving the country of the chance to keep abreast

with smelting technology. It also argues that smelting capacity needs to be cut—probably to around 700,000 tonnes a year from its current 1.1m tonnes level and from peak of 1.6m achieved in the early 1970s—in order to end excess competition within the industry and to reduce losses on overheads.

A very similar capacity-cutting programme that would reduce ethylene production capacity has been worked out for the petrochemical industry and similar measures are being prepared in the case of the oil refining industry.

MITI's problems in pushing through with its rationalisation plans are how to persuade the industries concerned to accept such a painful and drastic "survival programme" and how to ensure that the plan, if they are finally accepted by industry, can be implemented without falling foul of the country's anti-monopoly legislation.

The solution to the first set of difficulties appears to have involved some complex bargaining between the Ministry and some of the industries concerned. In the case of aluminium, for example, it was agreed that the five main companies would embark on a production-cutting programme in return for this payment by the Government of a sum equal to the revenue that would be

raised on the 400,000 tonnes by result of the capacity cuts.

The deal worked out with the petrochemical industry has included "reluctant" acceptance by MITI of a six month "recession cartel" for the industry in exchange for acceptance by the petrochemical manufacturers of the Ministry's longer term programme. However, the Ministry still has to circumvent the legal problems posed by its rationalisation plans—it is hoped by means of a special law exempting certain industries from the provisions of Japan's basic anti-monopoly legislation planned to come into force next summer.

## Regrouping

In order to introduce the new law (which would permit companies in designated industries to negotiate with each other on the scale of capacity cuts and on "regrouping" arrangements) MITI will shortly embark on a series of lengthy

negotiations with the Fair Trade Commission (FTC) (the body which acts as the guardian of Japan's anti-monopoly legislation.) The negotiations will not be the first of their kind to be held between the two agencies. An earlier law providing for extraordinary rationalisation measures" to be undertaken in designated major industries is already on the statute book. However,

MITI's new law is expected to be more ambitious than its predecessor (in terms of the types of collaboration to be permitted between companies) and the negotiations with the FTC promise to be tough.

If the MITI restructuring programme goes ahead on the lines which the Ministry appears to envisage, Japan should emerge by the mid to late 1980s with a slimmed down materials producing sector (that will be more efficient and smaller losses than those of today) industries—and might even be competitive in some sectors, depending on what happens to oil and energy costs in other countries.

MITI hopes to arrive at this goal without having to resort to any overt barriers against imports (although its above-mentioned deal with the aluminium industry has been interpreted as some sort of "form of subsidy to the industry"). It is not intended, however, that foreign suppliers (in the full sense of the word) will take up all of the slack generated by a reduced Japanese capacity for basic materials processing. "Tied imports," meaning imports of materials produced by overseas ventures (such as the Asahai aluminium project in Indonesia) in which Japanese companies have a major stake, will fill much of the gap, leaving relatively limited scope for other suppliers.

## Beyond the 'Pacific Belt'

## REGIONAL DEVELOPMENT

ROY GARNER

ANYONE WHO has experienced the horrors of riding in commuter trains in Tokyo's morning rush hour is likely to appreciate what there is a growing desire among Japan's population to move out of the major cities and back to the provinces more distantly, which for a large number of citizens represent their place of origin.

It is not only the physical discomforts of overcrowding and an urban environment which have led to the awakening of such emotions. After the post-war years of booming growth and sprawling industrialisation, the average citizen has managed to acquire most of the material needs of a comfortable modern life, except for one thing: a house of his own.

With land prices in the Tokyo region, for example, averaging Y229,000 (£1564) per sq metre, large numbers of decent houses have simply given up their dreams of owning a house and settled instead for cramped rental accommodation. There is no shortage of provincial locations able to offer a far more comfortable environment.

The problem lies in creating the necessary local employment opportunities, a task which centres on persuading Japanese industry to break away from its habit of concentrating resources in the Tokyo-Nagoya-Yokohama belt.

The extent of the imbalance of population concentration can be measured by the fact that the Kanto plain alone, with Tokyo as its hub, occupies only 8.6 per cent of Japan's total area, but is home for 29.8 per cent of its 116m population. In contrast, the Northern island of Hokkaido has 50 per cent of the population and 29 per cent of the land area.

Decentralisation is not, however, a new aim for the Government, which as far back as 1962 produced a "Technopolis" industrial cities. Whereas in the Sixties and early Seventies a shift towards regional growth was led by energy intensive industries such as petrochemicals and steel, with their accompanying problems of environmental disruption, the present drive to localise production is being spearheaded by the encouragement of knowledge-intensive and technology-oriented activities.

## Rural locations

The government hopes it can persuade prospective developers that the advantages which can be offered by many of the more rural locations so complement the needs of these new industries that a general re-appraisal of traditional location policy is in order.

The focus of such efforts is the plan being promoted by the Ministry of International Trade and Industry (MITI) for the establishment of "technopolis" high technology towns which it is hoped will act as catalysts for the development of surrounding regions.

The "technopolis" concept borrows much of its substance from the Silicon Valley development in California.

The plan involves choosing local cities which already have a reasonably developed industrial base, which must include some established high-technology enterprises, and populations of around 300,000. The cities will need to demonstrate an ability to attract and provide the necessary facilities for high-tech industries involved in such fields as integrated circuits, biotechnology, fibre optics and telecommunications.

Many of these businesses will be newly located on specially developed inland sites reminiscent of a university campus which will offer a clean and attractive working environment. These high-technology sites will also enjoy a close liaison with the local communities especially local colleges and universities, and new research institutions will have to be developed to provide specialised R and D support.

When the "technopolis" plan was first announced in autumn 1980, the response from local prefectures was immediate and enthusiastic, with 38 cities and

## How NEC helps curb rising costs

At NEC, we have always believed that automation effectively raises productivity and lowers business costs.

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## JAPANESE INDUSTRY IV

Japan has planned its path into the high technological age

## Coming to grips with the revolution

## TECHNOLOGY

JUREK MARTIN

ONCE A YEAR, the Japanese phone company, Nippon Telephone and Telegraph, opens the doors of one of its three research laboratories to the public. At the start of this month, it was the turn of the Yokosuka electrical communications facility, about 50 miles south of Tokyo. Over three days, something like 12,000 people, mostly local citizens took the opportunity to stroll around.

What was striking was not the consumer gadgets that were on display, though some of these were diverting enough. Rather it was that serious and sober exhibitions of some of NTT's latest breakthroughs—in the frontiers of technology—in microwave transmission, in optical fibres and in a system which can translate the immensely complex Japanese language from text to speech. NTT's assumption justified by the apparent interest and response of the audience, was that the average Japanese, in so many ways the product of a traditional society is capable of absorbing such complex material.

Later in the same week, Toshiba occupied a large part of Tokyo's biggest hotel with an even more diverse and glittering array of its products. It featured the first public showing by any Japanese company of a

256 kibit RAM chip, not to mention sophisticated innovations in applied micro circuitry, radiography and office automation.

Both exhibitions were really no more than drops in the ocean of evidence of the way in which Japan is coming to grips with the high technology revolution, knowledge of which was, at least initially, largely imported.

It is often said of the Japanese that they can copy and improve but not invent the genuinely original, perhaps because of their social reliance on the individual, way of doing things. The Japanese do not worry about this, even at the relatively trivial level of bemoaning the national failure to win Nobel prizes in the scientific disciplines in the quantities that the U.S. manages to garner.

## Quantum leap

But from a practical standpoint, this may miss the point. In an era of astonishingly rapid technological change it becomes ever harder to distinguish the incremental advances (of which Japan is so expert) from the quantum leap (still seen as an American, and occasionally European, preserve).

What does distinguish Japan is the extent to which it has thought about, and planned, its path into the post-industrial age, based on high technology. Contrary to popular Western opinion, the Japanese record on this is far from infallible, such as its failure to create an

indigenous aircraft industry shows; nor are the ties that bind government and industry into Japan Inc in the common effort always quite as solid as might be imagined.

There has been a basic recognition, however, that the key to economic growth in a country like Japan, with its limited physical, though not human, resources, lies in making the most of what it can do well. If that means 64 kibit random access memory chips, increasing sophistication in industrial ceramics or even the fifth generation computer, rather than the development of oil or literature, so be it.

In the process, Japan can also maintain that it is making a positive contribution to the sum total of global expertise rather than merely siphoning off what others had developed first.

Free of the burden of committing vast research and development expenditure to defence, with its always dubious commercial spin-offs, the Japanese Government's guiding philosophy is that what it does spend on R and D, and what it suggests that the private sector should spend, be market oriented. In fact, government R and D outlays have traditionally been low by international standards, though the gap has narrowed, while the private sector's spending on R and D is about twice that of the Government's.

However, the Government, principally through the auspices of the Ministry of Trade and Industry (MITI), has an impressive record of nurturing

new industries and supplying those about to take off with the fruits of its own technological research and statistical market data.

MITI has also proved adept at getting companies who would normally be at each other's competitive throats to pool research, at least in the early stages of product development.

The Government also sets priorities and sometimes, though not always, quite as solid as might be imagined.

Japan has some reasons to

—but it is being heard from time to time. A chronic problem for new industries in the West is the dearth of risk capital. Japan is not immune to the same affliction, which explains why European and American venture capital is currently scouring Japan for likely prospects.

But more significant is the record of Japan's industrial giants and their banking association, which explains why European and American venture capital is currently scouring Japan for likely prospects.

Japan has some reasons to

feel that this is true that is certain, but taken at a new level, it is not necessarily

as from the external memory.

## Super breed seen as key to leadership

## COMPUTERS

JOHN HARTLEY

IN THE PAST year, Japan's aim of dominating the world of computers has taken a new and ambitious course. Now the banks are super computers—ultra-fast and ultra-specialised—and the totally new fifth-generation machines.

Whereas new models from Fujitsu and Hitachi are spearheading the assault on the super computer business, the fifth-generation computer is no more than a concept—but already a 10-year programme to

achieve an adverse balance with its technological

memories, a "global buffer" and Hitachi's is called "an extended

memory."

Both stores frequently used data which can be shifted to and from the main memory very fast—up to 300 times as fast as from the external memory.

To speed up further the operation of the main memory, Fujitsu has opted for static instead of dynamic ram—a significant development.

The advantages it gives are ample justification for the Japanese policy of concentrating on memory and not on microprocessors in their semiconductor industry. Certainly the speed of operation of the static and the dynamic ram has a dramatic effect on operating speed. It is faster because the contents of the memory do not need to be "refreshed" periodically—in other words, more time is available for operations.

There are no completely new technologies in these super computers, but they do push technology forwards. So competitive is the Japanese computer business that others will compete. NEC has already said that it will enter the super computer business soon, and an operating speed of 300m flops is being talked about—twice as fast as the Cray and 25 per cent faster than the Hitachi machine. Whether it will be easier and faster in practice to use remains to be seen.

## Stepping stone

In any event, these supercomputers are a stepping stone to the real super computer of the 1990s. Japan's Ministry of International Trade and Industry (MITI) is already starting a "super super computer" project not to be confused with the fifth-generation computer—intended to produce a machine with an operating speed of 10bn flops, 20 times faster than the Fujitsu VP-300.

This is expected to rely on Josephson Junction technology, and is intended to be developed by 1990. By then "user-friendly" super computers with a speed of one billion flops should be commonplace.

Although that super computer project is separate from the fifth-generation project, which is also being sponsored by MITI, there are common interests. For example, much of the hardware, such as the superconductor and Josephson junctions, will be used to speed up operations in both.

But if the market is so specialised, why should the big Japanese companies become involved? For a start, as has been shown over the years, the Japanese always try to free themselves of dependence on foreign companies for anything important. There some experts consider that super computers are the key to leadership in both computers and high technology.

For this sort of work, there can be no short cuts, such as making several calculations in parallel and then putting the results together afterwards. Therefore, sheer speed alone is not the answer; ease of use and results of practical tests are more important.

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It is forecast that in less than five years an equally powerful computer will cost only £1,500 so almost every businessman will have one in his office. But to turn the computer into a machine that can be operated a lot of software is needed.

The problem is that software costs more than hardware at ready, and to turn the computer into a tool for the layman much more complex software than is available now is needed. In the future, the computer must be as easy to use as a TV set, telephone or instant camera.

This is where the fifth-generation computer comes in. The first two main requirements before that can become a reality, and it is this that the Japanese are tackling. First, there is the development of an intelligent interface and interpreter between the man and machine.

Secondly, the plan is to develop huge collections of data bases for anyone to use.

A group of engineers from government laboratories and from private universities are setting out to break the software barriers while developing new electronic circuitry, very large memory and huge memories.

The aim with the intelligent interface is to simplify operations. Access is at present through a keyboard. The plan is to change all that. Instead, the user will ask a question in the same way that he would ask his colleague in the office.

The answer will be given verbally, but in many cases a "written" answer will appear on a display as well. If the question is too vague, the computer will say so and will ask a question to help the user make a more precise one. That may seem simple enough, but it involves the development of very complex software, which in turn needs a lot of new hardware.

So huge is the problem that the Japanese have invited other countries to join in the project and it is possible that Britain, West Germany and the U.S. will be involved. But not all the experts agree that Japan will succeed in creating the fifth-generation net. After all, the country has a poor record for innovation.

John Hartley is the *Star* *Business* *Editor* of *Electronics* *Times* and *The Engineer* *magazine*.

## Waiting for the all-embracing computer

## OFFICE AUTOMATION

JOSEPHINA PROTACIO

IN CONTRAST to the generally lack-lustre performance of many of its industries, Japan's office automation business is experiencing a heady boom. Last year production accounted for 2 per cent of the country's

U.S.\$1127 trillion GNP and, though initial expectations have been lowered, a few notches, market analysts are confident of a 20 to 30 per cent annual growth within the next decade.

"No other industry can hope for such an extraordinary growth," says Mr. Yohtaro Suzuki, director of the newly-established Japan Institute of Office Automation (JIOA), a research-cum-advisory group. "That's why we're now witness-

ing a 30 per cent increase in the number of manufacturers joining in."

These range from main-frame computer giants like Fujitsu, NEC and Toshiba down to makers of paper copiers, calculators, cameras, optical equipment, even office furniture.

Their main target is the domestic market estimated by JIOA to be Y3 trillion in size at present and three times as big by 1990. The rush is under-

standable given the fact that

office automation—or OA, as the Japanese term it—has only now caught on.

While robots have slipped

with relative ease into the shop floor since their introduction

some 10 years back, getting smart machines to aid office workers in routine tasks posed, and still does, quite a few practical problems. Apart from the initial forbidding investment

costs, a great bulk of office work involves compiling documents—by hand—in the complex Japanese script, a combination of native dual syllabary and inherited Chinese (Kanji) characters.

Indeed, a recent survey of

companies with 300 or more employees shows that Japanese word processors are used only by a scant 8 per cent, with a great majority preferring plain paper copiers.

Technical problems aside,

more and more businesses are

convinced that they have to

automate fully to increase office efficiency now and to cut down on labour costs in the future.

Of Japan's present workforce, 48 per cent are engaged in white-collar jobs of which a majority are doing mostly routine paperwork.

Their number is expected to

grow to 50 per cent in 10 years

and since they customarily get

a larger share of wage increases

compared to blue-collar workers,

businesses are growing wary.

It is clear that they won't be

hiring new staff.

Recent Labour Ministry statistics reveal that unemployment in Japan has grown from 2.48 per cent from last year's 2.2 per cent. But JIOA's Mr. Suzuki, who sits on the ministry's micro-electronics committee, claims this is due to a general economic slowdown, not as a result of office automation.

"The committee did find," he adds, "that OA will have a continuing impact on the female workforce, but that won't be in the immediate future." Another poll, he says to survey workers' attitudes to office automation, "indicate so far" that they welcome the shift to more creative jobs as a "result of having spare time."

## Gradual process

Even so, this doesn't mean that the Japanese are ploughing into full-speed automation overnight. As management experts see it, overall once computerisation is not an "all day happening" but a gradual process that should involve all jobs and all personnel, not only

secretaries and clerks.

That seems to be the cue to equalise manufacturers: companies are not going to invest heavily in single-unit type of OA machine now flooding the market but will be waiting for more integrated systems.

Mr. Yoshiya Kizumura of Sord, the phenomenal small-business computer maker says: "I think the OA boom is cooling off a bit, and not because of the economic recession either."

Judging from the orders we receive, would-be users want to postpone buying; they are waiting for the computer that

can do everything."

Sord which leads the pack of 40 or so mini-computer manufacturers in Japan admits that the entry of giant computer companies into the office automation arena has affected its sales.

The company which sold Y10.5bn worth of machines in 1981, a 100 per cent increase on the previous year, had projected another 100 per cent sales increase this year, but is now revising its goal to just 50 per cent.

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## JAPANESE INDUSTRY V

## 64K Ram makers may have 70% of world market

## INTEGRATED CIRCUITS

ROY GARNER

THE INTEGRATED circuits industry, perhaps more overtly than any other in Japan, in the midst of mania-share fever. At the centre of all the activity is a crucially important product, the 64 Kilobit Ram (random access memory) chip, often described as the first generation stage of VLSI (very large scale integration) products.

The Japanese are leading the world in production of the 64 K Ram, and several companies are aiming for output in the range of 2m to 3m pieces per month by early next year.

The huge energies being devoted to the product do not arise solely from the seemingly insatiable demand from a burgeoning range of electronic firms, large and small, in Japan and worldwide. In achieving a good market standing is also seen here as the key to capturing the business of customers who might later choose to stay with the same company when purchasing semiconductors of future generations.

## Profitable

These could include, in the not-too-distant future, the 256 K bit and 1 Megabit i/c which some companies have already announced they are

The profitable 64 K bit business is important also as a generator of both funds and technical expertise for utilisation in the development of later, more advanced, and hopefully innovative, products.

The present market battle in Japan is, in effect merely a jostling for starting positions with the 64 K seen as the first major hurdle. Japanese makers are acutely aware that their success in this field cannot be seen in isolation from the world-wide ramifications of the arrival of the product itself.

The highly competitive standing of the Japanese industry was described recently in *Time* magazine as being "formidable and frightening" and Japan is

finding the anxious messages emanating from the U.S. in particular, both worrying and confusing.

Last year the Americans complained of over-supply forcing prices unfairly low. This year the Justice Department charged that the Japanese were limiting their exports in order to raise prices; and in doing so violating anti-trust laws. The White House has also talked of possible restrictions against Japanese semiconductor imports on the grounds that, because of its defence applications, the product is vital for national security.

The Japanese argue that the principal factors governing their decisions on pricing and production increases are the massive growth and competitive vitality of the domestic market.

The strength of this local market was evidenced by the outcome of a major fire, in early October, at the 64K Ram production plant of one of the leading makers, Oki Electric, which had been producing 1m pieces per month. After the fire, a supply shortage of as much as 30 per cent became quickly apparent and spot quotations for the chip, which had previously been on a uniformly downward curve, showed an uncharacteristic rise.

Industry watchers also report that some major customers of the i/c producers are under great pressure from smaller electronics firms, unable to obtain supplies, to re-sell some of their 64K purchases to them, and at a profit.

The U.S. pressure over semiconductors is often described as a search for scapegoat in its wider differences on trade issues. The Japanese counter that the market is anyway big enough for everyone. They also point out that the U.S. companies IBM and AT&T have a "captive" production of 64K Rams, for in-house use, of unprecedented scale. This, they suggest, puts Japanese achievements in a more realistic perspective.

Sales of all i/c products by Japanese makers are expected to reach Y827.3bn in 1982, an increase of 26.5 per cent over last year, according to the Ministry of International Trade and Industry. R and D expenditures are expected to rise by

29.1 per cent to Y112.5bn. The percentage of total i/c sales spent on R and D is expected to show only a nominal increase to 13.6 per cent.

In the 64K Ram world market, Japanese makers are estimated to have a share of about 70 per cent, although aggressive marketing by U.S. makers is expected to reduce this figure in the near future. Within Japan, six makers are producing the 64K Ram, led by NEC and Fujitsu who have both announced their intention to raise monthly capacity to 3m chips per month by March of next year.

## Investment boosted

In NEC's case, this will represent an increase in production capacity of 80 per cent in just five months. NEC has also raised its total i/c investment from Y30bn to Y50bn for fiscal 1982 (ending March 1983).

Within this figure 64K Ram investment was recently boosted from Y9bn to Y13bn. Hitachi has set a production target of 2.2m pieces per month by the end of the year, and increased its total i/c investment by 20 per cent for 1982 to Y35bn.

Mitsubishi Electric's total i/c investment in 1982 was 64 per cent up on 1981 at Y20bn. Three-quarters of this total is reportedly going towards 64K, which Mitsubishi now produces at 1m 64K bit chips per month. Oki Electric, which enjoyed the same output in August, before its factory fire, is now aiming to achieve 80 per cent of this figure by next March.

Three other Japanese companies, Matsushita Electronics, Sharp and Tokyo Sanyo Electric are gearing up for 64K Ram mass production and are expected to enter the market next year.

There has been a lot of speculation recently about the arrival of 256 Kilobit Rams. NEC, Hitachi and Fujitsu are known to be working on related technology, and some sample shipments have begun.

No clear dates for the introduction of the 256K have been

announced, however, and makers will naturally move cautiously to avoid overstating the 64K market. In February this year Toshiba became the first company to begin development of a 1 Megabit Ram. It is hoping to achieve a sample shipment by the end of 1983.

Japanese companies are however aware that success in the field of memory i/c must quickly be consolidated by major strides forward in the fields of microprocessors and other logic circuits, which are still very much dominated by U.S. concerns, notably Intel Corp, Motorola and Zilog.

NEC was the first Japanese company to move into microprocessor research, in 1972, and has already developed both eight-bit and 16-bit models on its own.

The high level of NEC's re-

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## Hopes pinned on new products

## CONSUMER ELECTRONICS

ROY GARNER

AFTER A lengthy period of prosperity, this year has seen Japanese manufacturers of consumer electronics goods thrown sharply onto the defensive as traditional markets such as colour television and audio equipment have reached saturation levels. Meanwhile, economic restraints have produced a more parsimonious breed of consumers and once-confident companies have been seen to falter over misjudgements in marketing strategy.

In April, overall production levels recorded their first year to year decline since May 1979, totalling Y278.4bn, down from the record high level of Y388.9bn in October 1981. In most sectors the picture has been one of rising inventories and diminished market potential.

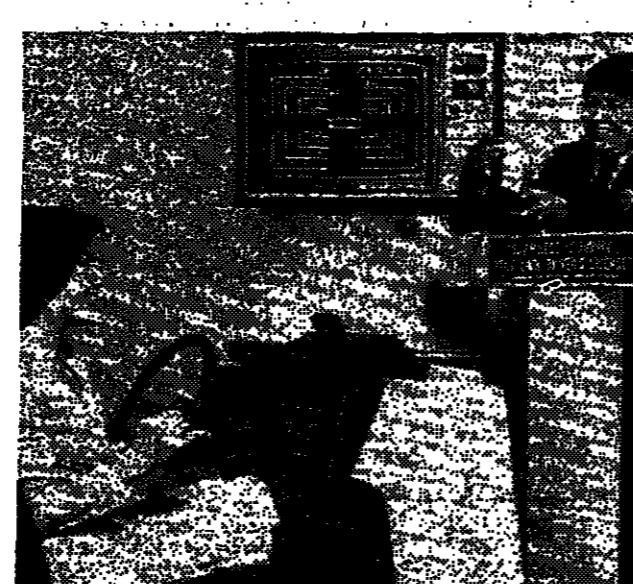
The industry's principal hopes now rest on the success of new products such as the digital audio disc (DAD), portable computers and miniature TVs. Priority has also been given to the restoration of consumers' trust. This had been badly weakened by disorderly marketing, most notably in the fields of video-game and video discs.

The biggest setbacks have been in the audio equipment sector where annual production is expected to drop by as much as 23 per cent and domestic sales by 30 per cent in 1982, according to the Electronics Industries Association of Japan.

One of the earliest casualties of the slump was the leading audio manufacturer, Pioneer Electronics Corporation, which was forced to cut production by nearly 30 per cent early in the year. Sony, Matsushita Electric Industrial and Trio Kenwood also reported production cuts of around 20 per cent.

Akai Electric, another audio product leader, has predicted a net earnings loss of Y5.3bn in its business year which ended this November and is seeking voluntary resignations from about 20 per cent of its work force. Matsushita has also reassigned large numbers of staff to front-line sales positions.

Akai's difficulties, in common with many makers, have been compounded by a slowdown in overseas sales. The critical area of decline is in systems-component type stereo receivers, with a 20 per cent drop in domestic sales, worth Y106bn,



Games provide one area for expansion in the home video market. This is Atari's Dodge 'Em which simulates the trials and tribulations of driving in heavy traffic

predicted for this year.

Production of colour TVs has fallen by around 19 per cent. Makers are, however, still anxious to retain a share of this market which remains fundamental to sales. One reason for the importance of TV is its growing role as a component of computer-related innovations.

The miniature TV market has been revitalised by Sawa Seikosha's wristwatch TV, the first to succeed in applying a liquid-crystal display to flat screen technology. This will be marketed early next year, priced around Y100,000. Production of Sony's cathode ray tube flat-TV, launched in February, has now reached 5,000 units a month and demand appears favourable.

High-definition TV, utilising 1,125 scanning lines compared to the 525 of conventional systems, is being researched by Matsushita, Sony and others.

News that the Nippon Telephone and Telegraph Corporation (NTT) has started high-definition optical fibre cable television broadcast tests increases hopes that the medium could soon support a fresh wave of consumer goods.

## VTR demand

Demand for VTR products remains comparatively strong, although fierce competition in the home video market has cut margins and downward pressure seems close to an industry which has depended on expanding overseas markets. After over-supply, VTRs can now be obtained in Japan for less than Y150,000 per unit.

The VHS system first developed by Victor and Matsushita has outperformed Sony's Betamax machine in the market place. While it has reduced its VTR production, Matsushita nevertheless expects sales this year of around Y50bn.

Sales of video-disc recorders, marketed only by Pioneer at this stage, have reached only around 30,000 units, well below original projections. Sony, among others, reports a readiness to enter the medium, using any of the three available formats if conditions improve, but until machines with a recording facility arrive the market looks unpromising.

Sony has just announced an optical i/c disc capable of recording both digital and analog signals, designed for institutional products. This adds to optimism that a mass-market product may not be far away.

A bright note in the industry is sounded by the DAD, invented by Philips of the Netherlands, which was simultaneously launched by Sony Corporation, Hitachi and Nip-

pon Columbia from October 1. The 12 cm diameter laser-read compact discs offer superb distortion-free sound and, unlike standard audio discs, surface scratches do not affect playing performance. The DAD player can be hooked up to conventional audio equipment with ease and there is full compatibility between different makers' systems.

Nine companies are now marketing the product on license from Philips-Sony, with player prices between Y150,000 (Sony) and Y250,000 (Okiyo) and discs selling for Y1,500 to Y3,000. Sony will market the DAD in the UK, France, West Germany and Holland from March 1983.

The dangers of going it alone with a new product breakthrough have been brought home by the trials of the Pioneer video discs. The Sony-Philips partnership, on the other hand, has sought to cultivate a climate of mutual enterprise among rival electronic manufacturers and has aimed, above all, at product compatibility and an orderly market.

As part of this strategy, the DAD was brought gradually to the public's notice over a three-year period. Until August, this resulted in a sense of alarm from retailers who feared the public would lose confidence in a product which, once announced, took so long to reach the shelves. Retailers are delighted now, however, to find demand outstripping supply.

On the CBS/Sony and Nippon Columbia now run compact disc production lines but these are being utilised by other makers.

Sony plans to produce 3,000-5,000 units per month, while other makers initially plan 1,000 or less. Sony claims a total of 5m discs could be produced by the end of next year.

Sony's "talking" instant camera. The camera incorporates speech synthesis integrated circuits and when used in the dark, for example, can instruct the user "Let's use strobe flash."



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## JAPANESE INDUSTRY VI

## World leader in rapidly expanding sector

## ROBOTS

JUREK MARTIN

WHEN, ABOUT a year ago, a Japanese robot claimed its first human "murder" victim there were those, perhaps harbouring images of *Lucifer* leanings, who believed that that awful age of man's domination by thinking machines had finally dawned.

The facts in this particular case were much more prosaic with the blame more properly attached to an un-thinking human (who happened to forfeit his life) than to a malevolent piece of metal and microcircuitry. But, nonetheless, there is something of an air of wonderment about the Japanese robotics industry.

Scarcely a week goes by, it appears, without some manufacturer unveiling a versatile new piece of equipment: robots that can turn the pages of books so that they may be more easily photographed by a robot-controlled camera; maintenance and inspection robots that can operate inside the heart of a nuclear power station or can move snake-like in confined quarters; domestic robots that will welcome you as you return home, turn on the lights and pour a cup of

tea (or sake, properly warmed)—not to mention a robot that makes sushi (raw fish on rice balls).

Sensational results are already being claimed: the Yamazaki machine tool plant that now uses 12 workers instead of 220 because of round-the-clock robots is perhaps the most famous. More broadly, the Japanese car industry now produces about four times as many cars as it did 10 years ago but with a strong labour force.

But the exotic should not disguise the fact that Japanese robotics, its technology initially borrowed from the Europe, is already comfortably the world leader in a rapidly expanding field. About 70 per cent of the estimated 125,000 robots functioning in the world are in use in Japan. In 1980, Japan produced its first 200 units (for spot-welding tasks in the car industry); in 1973, according to the Japan Industrial Robot Association, this had risen to 4,400; in 1980 output was up to nearly 20,000 and it rose by nearly half as much the following year.

In 1980, total production was valued at Y18bn. The association now estimates that industry output will be worth Y300bn by 1985, implying a growth rate of 30-40 per cent a year in the present five-year span.

Robotics is already an

established industry. It numbers 130-150 manufacturers (about twice as many as in Europe and the U.S. combined) including some of the leading Japanese industrial giants: Mitsubishi, Fujitsu, Hitachi, Toshiba, Kawasaki and the phone company, Nippon Telephone and Telegraph. Backing their formidable research and development resources are more than 80 industrial robot laboratories in the country.

## Quality control

The acceptance of the robot in Japan can be attributed to a variety of commercial and sociological factors: the initial impetus stemmed from the need to improve quality control to eliminate the cheap and shoddy image that Japanese goods laboured under in world markets. But equally important, in the tight domestic labour market, was the pronounced shortage of skilled workers, such as qualified welders.

Robots first made their mark in heavy industry where they might, in another country, have expected to encounter resistance from the humans they were to replace. But Japan's system of life-time employment (even if somewhat less permanent than often assumed in the West) meant that few lost jobs; rather they were shifted to

other positions inside the same company. Additionally, Japan has a literate and technically sophisticated workforce, perhaps more aware of the opportunities opened up by automation than their confreres elsewhere.

But what has marked the early growth of robotics in Japan is the extent to which they have been taken up by small and medium-sized businesses, themselves particularly feeling the lack of skilled workers in the traditional trades. Some 80 per cent of all sales of robot are welders go to such firms. Tales abound of small cottage industries (food packaging, for example), where the employer spends the day on the golf course while his wife keeps an intermittent eye on the robot.

Small business, with less capital, has been attracted because not surprisingly with a new technology, robots have simultaneously become more versatile and, above all, cheaper. A typical "playback" robot for industrial use cost more like Y10m, against Y15m a few years back. This is now not much more than the Y1.8m which, according to Nomura Research Institute, the Japanese manufacturing industry reckons to be the limit of investment in a skilled manual worker.

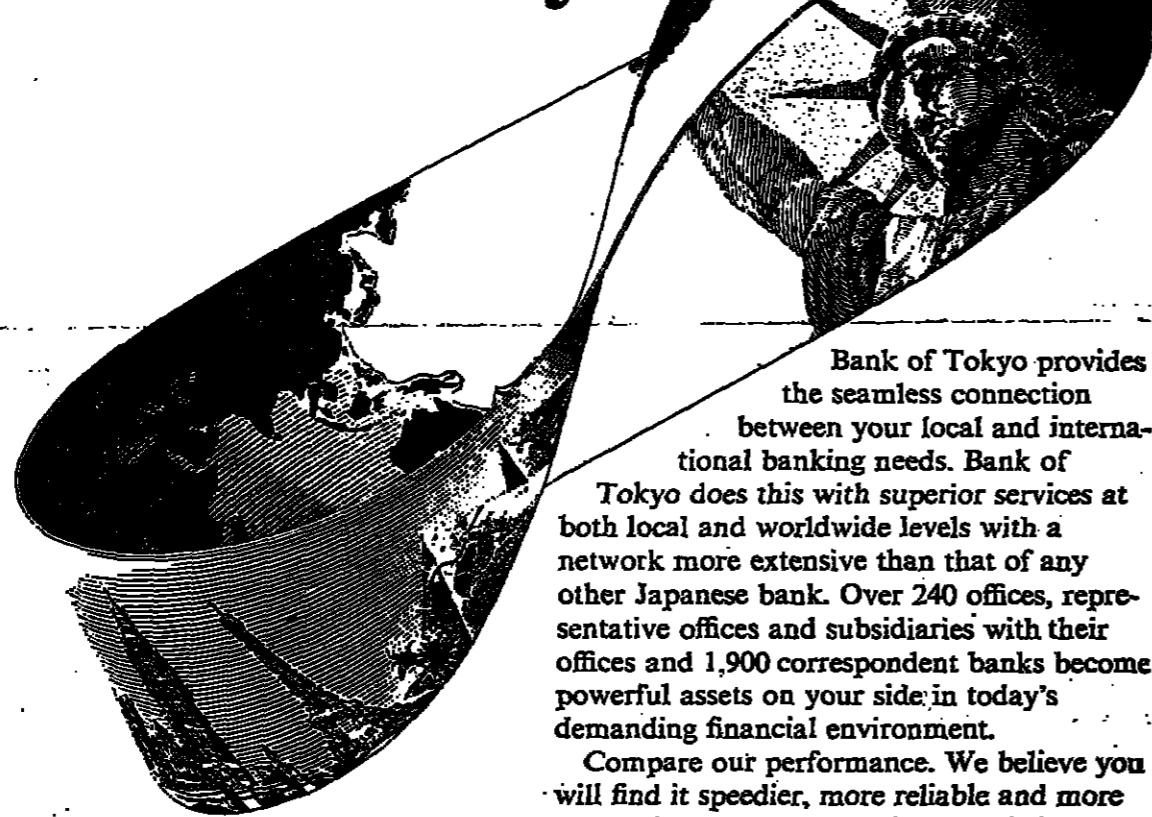
So far in Japan, robots have made their greatest headway

## ROBOT MANUFACTURERS

Company	1975-81 year robotics % sales (parent only)	Main use of robot	ROBOT MANUFACTURERS		
			1975-81 % pa	Market share growth Y	Market capitalis- tion Y
Fujitsu Famu	3	Machine, processing, assembly	Electric machinery	57.5	4,419
Hitachi	0.2	Arc welding, spray painting	Electronics	25.2	550
Mitsubishi Electric	0.2	Arc welding	Electric machinery	23.5	254
Aida Engineering	5	Pressing	Automatic presses	23.3	454
Kawasaki Heavy	1	Spot and arc welding	Heavy machinery	-23.8	185
Kobe Steel	0.2	Painting and arc welding	Steel manufacture	52.0	157
Mitsubishi Heavy	0.2	Painting and arc welding	Heavy machinery	-6.0	215
Nachi Fujikoshi	2	Spot and arc welding, painting	Machine tools	19.5	512
Nitto Seiko	3	Assembly	Industrial tools	3.7	378
Osaka Transformer	6	Arc welding	Transformers, welding machines	D	265
Sankyo Seiki	3	Assembly	Music box movements	28.3	486
Shin Meiwa Industries	3	Arc welding	Special purpose vehicles	4.2	480
Tokio	2	Painting	Shock absorbers, compressors	24.7	463
TDK	2	Mounting	VTR tapes	24.6	1,180
Yasukawa Electric	7	Arc welding	Motors, electric machinery	D	517

\* Estimate. D—company reported a deficit in one period. + At March 31, 1982. Source: Phillips & Drew "Focus on World Finance", April, 1982.

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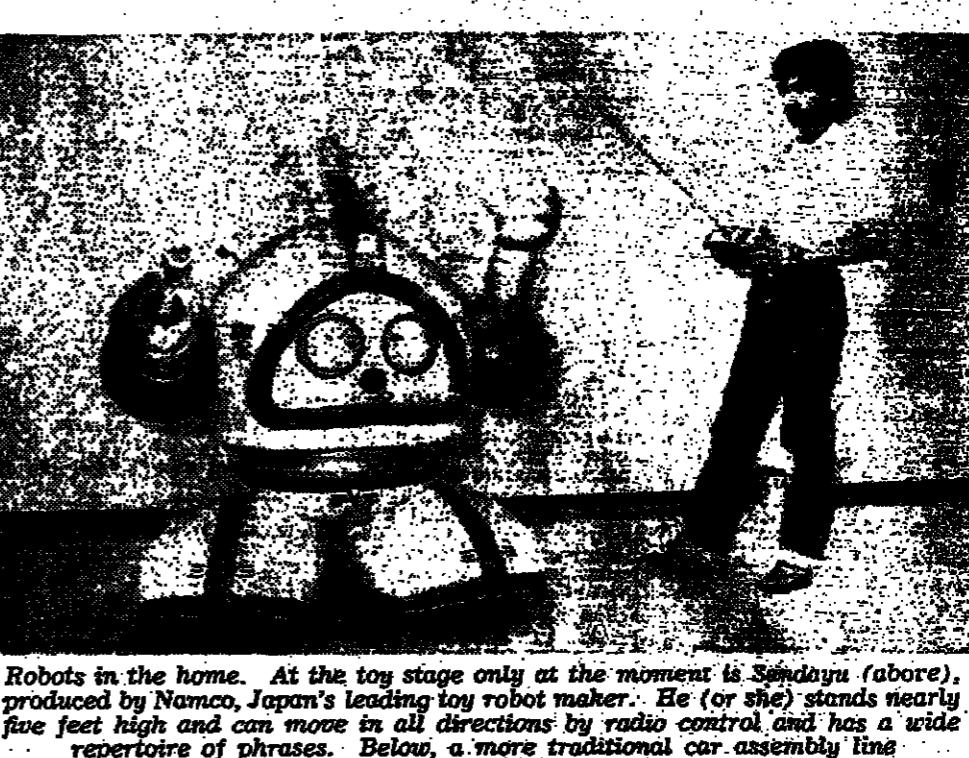
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in the factory, but not in the office, where the complex Japanese language presents problems (though NTT's recent development of an experimental "Japanese text-to-speech" system opens intriguing applied possibilities). According to recent projections by the Japanese Robot Industry Association, use of robots in manufacturing by 1990 will still outnumber other sectors by about 10 to one in value terms.

Unlike other areas of high technology, robotics has yet to become a subject of international trade discussion. Japanese domestic demand has consumed most production to date and Japanese exports are not yet capable of maintaining a foothold in far flung parts of the world. However, Yaskawa, an industry leader, is selling nearly 20 per cent of its output overseas.

USAGE OF ROBOTS	
By industry	%
1975	1981*
Electronic equipment	21 28
Automotive manufacturing	30 26
Synthetic resin processing	13 9
Other	34 22
Exports	2 5
Total	100 100

\* Estimate  
Source: Japan Industrial Robot Association



Robots in the home. At the toy stage only at the moment is Sandburi (above), produced by Namco, Japan's leading toy robot maker. He (or she) stands nearly five feet high and can move in all directions by radio control and has a wide repertoire of phrases. Below, a more traditional car assembly line



## Drive to diversify as sales turn sluggish

## MOTORS

WALTER W. MILLER

JAPANESE motor manufacturers, confronted with protectionism abroad and slumping sales at home, are diversifying their activities, producing everything from missiles to computers that tell drivers when they are sleepy.

With an eye towards the domestic market, the Japanese motor industry is pushing ahead with a strategy focusing on three specific areas: wide use of electronic technology, establishing overseas production facilities and applying its expertise to other sectors.

Despite the fact that the Japanese motor industry is the world's largest in terms of production, it has performed sluggish during the past year. No longer is it the locomotive pulling the Japanese economy.

Total production for fiscal 1981 was 11.15m vehicles, an increase of only 1.2 per cent over the previous year. For the first half of the current fiscal year (ending March 31, 1983), production slumped 3.9 per cent from a year before, to total 5,87,297 units, according to the Japan Automobile Manufacturers' Association (JAMA).

This marked the second consecutive half-year decline for the industry.

A fall in the number of vehicles shipped overseas and a falling off in domestic sales added further problems for Japan's 11 automakers. Exports during the first half of the 1982 fiscal year (April-September) fell 6 per cent from the corresponding period of last year to about 2.84m units.

The registration of new passenger cars here also was sluggish, up a mere 0.4 per cent over the previous year, according to JAMA figures.

In a bid to break out of domestic economic doldrums and to jump protectionist barriers in countries where the path to trade was previously clear, Japanese car makers are

introducing models with impose import quotas on advanced electronic technology and building plants in foreign year markets where resistance is strongest.

"You are sleepy. Stop the car and take a rest," a female voice firmly declares from a microcomputer available on cars made by Nissan, Japan's second largest automobile manufacturer.

Toyota, Nissan, and other car manufacturers are also producing cars using optical fibers instead of traditional metal wiring, computers that regulate fuel-injection from fuel injection to eliminate control inside the car and computers that unless they recognise the voice of the driver will not permit the car to start.

The first Japanese car to be built in the U.S. rolled off the assembly line recently in the new Honda Motor Company plant in Ohio, Nissan's first U.S. plant, located in Tennessee, is scheduled to start producing pickup trucks in August 1983.

Japanese automakers are aggressively attacking markets in developing countries. Nissan, for example, builds trucks in Pakistan and Kenya. Suzuki Motors recently signed an agreement with the Indian government-owned Maruti Udyog to build India's first modern motor vehicle plant, which will turn out small cars and light commercial vehicles.

Suzuki will invest more than US\$320m over the next five years in the project.

Japan's motor industry, in fact, has been too successful and therein lies the problem. The massive demand for Nissan's Toyotas and Hondas coincided with a survival of the fittest struggle among the West's traditional automotive giants such as General Motors.

For this reason Japan has been forced to restrict its car exports to the U.S. and several European countries. For this reason Japan has been forced to restrict its car exports to the U.S. and several European countries. For this reason Japan has been forced to restrict its car exports to the U.S. and several European countries.

Involved in the production of solid-fuel rockets for the past 26 years, Nissan is branching out, even further, announcing recently a comprehensive tie-up with Martin Marietta Corp., the major U.S. missile producer, for design and production technology.

Nissan plans to use this in its drive to win a larger share of Defence Agency contracts for missiles and other military equipment.

Another sector of the automobile industry experiencing remarkable success domestically

is the manufacturing of mini-cars, vehicles with engines of 550 cc or less. Sales of mini-cars are expected to hit an all-time high of 1.29m units for the fiscal year ending March 31, 1983.

For the first nine months of 1982, domestic sales were 970,000 units, a leap of 7.6 per cent over the previous year, according to statistics released by JAMA.

**Painful sting.** Japanese automakers, however, were painfully stung by their reliance on exports for more than half of the industry's business. As a result, the industry as a whole is placing greater emphasis on the domestic market.

At first glance it would appear that the domestic market is a virtual gold mine for Japanese automobile manufacturers. The market is still the second largest national market for automobiles in the world.

The number of passenger cars on the roads had risen to 34.6m last year from less than 500,000 in 1960. As of 1980, there were one car for every 3.1 persons in Japan, a figure that is far above the 1.4 persons per vehicle in the United States, but below the 3.2 persons per car in the UK, according to Ministry of Transport figures.

But the competition for sales among Japan's 11 motor manufacturers is fierce and it is expected to increase since exports from Japan are likely to show only limited growth and there are signs new car sales are beginning to decline.

Japanese law stipulates that owners must submit their cars to strict inspection tests every two years. The high cost of the tests and the frequently required repairs induce many people to trade in their car for a new one before the second inspection.

Now, however, the Government is studying a plan where the first inspection for a new car would come every three years with subsequent tests every two years.

If approved, this new system is expected to cause a slight fall in new-car sales.

## JAPANESE INDUSTRY VII

## Sector is second highest employer of labour

## SERVICES

CHARLES SMITH

ALTHOUGH JAPAN is normally thought of as a manufacturing centre par excellence one of the more striking features of the past few years has been the growth of a flourishing service sector.

Services "proper" accounted for 12.7 per cent of Japan's nominal GNP in 1980 (up from 9.9 per cent in 1970) and were employing a substantially larger number of workers than any other sector of the economy except wholesale and retail trade.

Economic analysts expect the service sector to continue growing faster than industry for the next two decades, even allowing for the fact that some traditional Japanese services industries seem likely to face stagnation or decline.

The factors that have turned Japan into a service-oriented society in the past few years are extremely diverse although, in many cases, they probably resemble similar trends in advanced Western industrial countries.

Satisfaction of consumer demand for a broad range of "standard" manufactured goods is cited as one of the key elements in the emergence of Japan's services boom from the mid-1970s onwards.

Two other major factors appeared to have been the rapid replacement of the traditional three-generation Japanese

family (in which the older generation performed services in the home) by the smaller and less self-sufficient nuclear family and the growing tendency for Japanese women to go out to work.

Changes in family structure and enhanced consumer spending power probably account for most of the switch from products to services that marked Japanese living habits from the mid-1970s onwards but a third important factor may also have been at work.

## More leisure

The vast proliferation of passenger cars and the simultaneous improvement of the Japanese road system that dates from the late 1960s made it possible for consumers to leave their homes in search of entertainment or leisure instead of staying at home "consuming" manufactured products.

Service industries whose growth reflects recent changes in the social structure of Japan and in the spending habits of its consumers include the booming "family restaurant" sector, self-service laundry chains (which were a more recent development in Japan than in most Western countries) as well as Western style inns and hotels.

Privately-operated educational services stretching all the way from after-school coaching establishments to children's computer providing specialized culture courses for housewives have been another booming sector, as have discount stores

(reflecting the increased willingness of Japan's once conservative shoppers to do their buying on credit).

However, industries that cater chiefly or wholly to individuals have not been the only sector of the service economy that has boomed over the past few years.

Almost equally noteworthy has been the growth of a "corporate" market for services.

A factor that has forced Japanese companies to start buying in services from specialised contractors during the past ten years instead of maintaining a policy of self-sufficiency would seem to have been declining profitability and the need to adjust to a slower growth rate in the economy as a whole.

Companies that could once afford to operate in house transport services staffed by full-time workers with life-time employment status have, in the past five years or so, become customers for independent car hire companies or goods transport contractors. Full-time security staff have been replaced in much the same way by specialist supplied outside contractors as have catering and other staff.

The growth in corporate demand for services is highlighted by figures which show that (as of the late-1970s) 60.4 per cent of companies in Japan's manufacturing industry were subscribing to externally supplied security services, while 82 per cent were using cargo transport services and 67 per cent were customers of leasing companies (a type of business which made

## HOW SERVICES SECTORS HAVE GROWN

	1960	1970	1979
Japan	48.9	54.1	58.5
U.S.	58.0	63.6	63.8
West Germany	42.3	42.8	49.8
France	44.3	49.9	55.9

Source: Bank of Japan

Note: The sectors include government services, transport, retail and wholesale trade, etc, as well as services proper.

its first appearance in Japan in the late-1960s).

The same survey of corporate services indicates that, by the late 1970s Japanese companies had begun to hire more of their permanent labour force through specialised contractors instead of looking after their own recruitment on a direct basis.

Economic analysts who have traced the growth of Japan's service sector over the past five years have a number of points to make about the significance of the phenomenon. One observation which is frequently stressed is that, whereas, during the high growth period of the 1960s and early 1970s, the growth rate of the service sector appeared to be dictated mainly by what was happening elsewhere in the economy, today services have become a leading factor capable of stimulating the demand for manufactured products.

A typical example of a service industry generating demand for manufactured goods is the growing popularity of central

kitchens servicing groups of restaurants in the family restaurant sector.

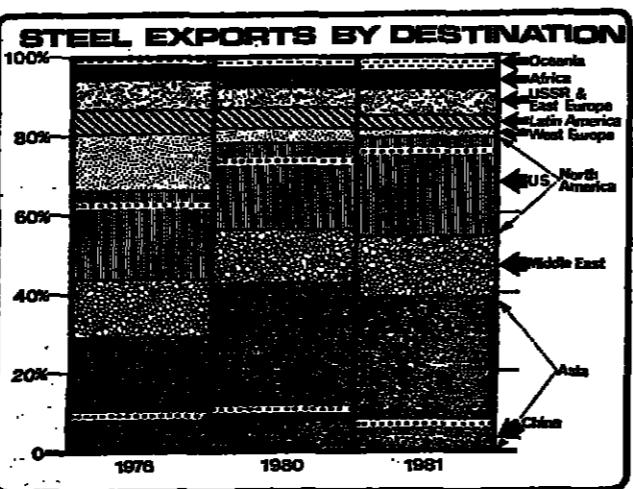
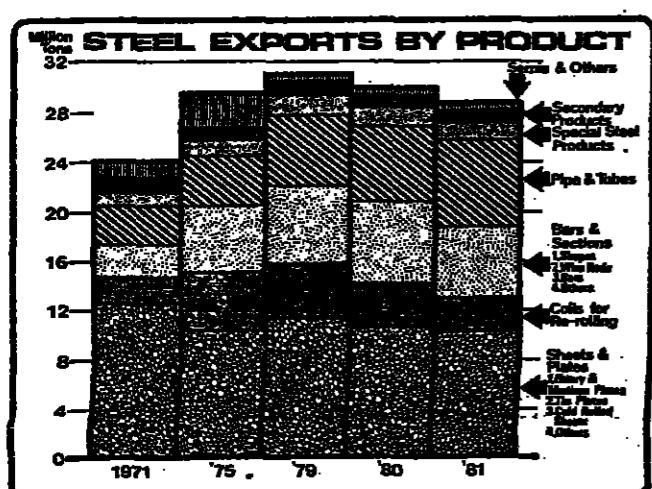
Central kitchens require computers and facsimile equipment to perform their functions and thus represent an input into the information hardware industry.

Japan's service sector, like that of other nations, has traditionally been regarded as a labour intensive area of the economy — and this remains true of traditional (but declining) sectors such as Japanese-style inns or public bath houses. In many "new" service industries, however, productivity has grown rapidly in the past few years as companies have found ways of substituting electronic equipment to perform tasks that were once carried out by human workers.

## Turnover trebled

Nippon Keibi Hoshu, one of the top companies in the private security services industry, has halved its labour force over the past ten years, even though turnover has more than trebled during the same period by the simple procedure of inserting security services on the premises of its clients as a substitute for the retired policeman or self-defence force personnel who provided security services in the past.

The services boom in Japan has not yet reached the point where the economy is as heavily orientated to non-manufacturing activities as is that of the U.S. (see table). However, Japan probably already ranks at least in second position in this respect among major industrial countries. In the next 20 years the shift from goods to services may well accelerate further.



## Gloom sets in as profits dive for three of the top five groups

## STEEL

IAN RODGER

JAPAN'S VAUNTED steel industry has plunged this year into the melting pot that has engulfed other major steel producing areas in the western world.

Demand is slumping at home and abroad, company profits are disappearing and investment programmes are being curtailed.

Worse, the country's steel industry has abandoned their customary bounce and have joined their European and North American colleagues in expressing bleak views about prospects for the foreseeable future.

The latest pessimistic forecast has come from the Ministry of International Trade and Industry which reported late last month that capital spending by Japanese steelmakers could fall nearly 4 per cent to under Y1 trillion (\$2.85bn) next year.

This follows the interim financial reports from the major producers showing sharp profit declines at three of the five largest companies: Nippon

Steel, the largest steelmaker in the world, recorded its lowest production volume for any six-month period since the formation of the company by a merger in 1969. Sales were down 6.9 per cent to Y1.434bn and operating profits fell 58.5 per cent to Y28.9bn.

## Sales down

Kawasaki Steel and Kobe Steel also suffered lower sales and earnings. Nippon Kokan (NKK) and Sumitomo Metal had profit increases but both expected sharp falls in the second half.

Sumitomo, the top Japanese producer of seamless pipes, forecast an operating loss of Y1.6bn in the second half. The pipe market had been the one bright spot in an otherwise dull world picture last year, mainly because of the strength of U.S. demand for the oil exploration industry. Japan accounts for over half the world's seamless pipe capacity of 8m tonnes and the collapse of that market early this year hit hard.

Predictions last summer that

Japan's total steel production would fall slightly below 100m tonnes this year for the first time since 1972 (and compared to 117m tonnes) were greeted with shock but it is now accepted that output is likely to fall even further next year and remain below 100m tonnes per year for several years.

Exports also peaked in 1974 at 38.1m tonnes of steel products and have fallen steadily to 29.1m last year and probably less than 25m tonnes this year.

Japan's steel capacity is 24.7m tonnes estimated at 124m to 127m tonnes so this means the industry will have operated at about 70 per cent on average during 1982, a level at which it is very difficult to make money.

However, by late autumn, production rates were even lower. The best rates, about 70 per cent, were being achieved by mini mills while the industry average had plunged to 60 per cent.

Nippon Steel was operating at 58 per cent of capacity and had closed 2 of its 25 blast furnaces. NKK was running at 50 per cent but its Fukuyama works, the world's largest integrated steel mill — was operating at only 40 per cent of capacity.

It will not be clear until second half results are published just how well the Japanese producers can cope with very low levels of activity, but the betting is that they are managing a lot better than the Americans and Europeans.

Japan's steelmakers have come under increasing pressure in recent years from rising raw material costs and competition from newly industrialised countries such as South Korea and Taiwan. They have responded by making massive investments to cut operating costs and so far have succeeded in remaining profitable.

The most important investments have been in equipment for continuous casting of liquid steel. This method of casting provides substantial savings in energy and improvements in yield compared to the ingot route and all steel producers are working to increase the proportion of their steel continuously cast.

Japan has been a clear leader throughout the 1970s and by the end of last year was casting 71 per cent of its steel continuously compared to 60 per cent in West

Germany, 27 per cent in the UK and 20 per cent in the U.S.

The Japanese have also led the way in such developments as operating blast furnaces without using oil. At the end of last year, all but one of the country's blast furnaces were oil-less units.

Another significant area for progress has been in energy recovery.

Nippon Steel announced it

was leading a consortium of Japanese companies that had begun negotiations with Ford Motor of the U.S. aimed at buying from Ford a 75 per cent stake in Rouge Steel, Rouge, based near Detroit, produced 3.6m tonnes of crude steel in 1981, rolled mainly into sheet.

The company owns coal and iron ore deposits and had sales of \$1bn in 1981.

NKK and Mitsubishi and

Mitsubishi, two other members of the consortium, said they had

been exporting various steel products to the U.S. and had

come "to the conclusion

that it would be most

desirable to enter into

the American market as a steel

producer in order to continue

with their long-standing

relationship with the U.S."

In a similar move, Kobe Steel

has been considering participating in a new seamless pipe mill

project proposed by Wheeling

Pittsburgh in the U.S.

The Japanese also recognise

the increasing rigidities in world

trade. Subject to restraint agreements respecting their sales in European Community countries since 1976, Japan's steelmakers this year have come under strong attack from the U.S.

In July, Mitsui, the trading

company, pleaded guilty to falsifying U.S. customs documents

in order to dump steel in the

U.S. and paid \$1.2m in fines.

Earlier, several other companies were accused by U.S.

of dumping and being unfairly subsidised. In October, United States Steel Corporation

went further, threatening legal

action on the grounds that the

Japanese were damaging the

U.S. industry by diverting steel

exports from EEC markets to the

U.S.

The Japanese have rejected

the charges but they recognise

that the heyday of exporting to

that country is over. They point

out that they have cut shipments

drastically to the U.S. since the

spring and will continue to exer-

ise restraint in the interest of

orderly markets.

They also say they are willing

to negotiate a formal restraint

years.

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## JAPANESE INDUSTRY VIII

## Falling demand and fierce competition cut order backlog

SHIPBUILDING  
BARBARA CASSASUS

AMID THE plethora of increasingly gloomy world shipbuilding forecasts, Japan is entering the slump expected to hit hard in 1984 in perhaps a weaker position and with fewer strategy options than when the first oil crisis sent the industry into a tailspin in the 1970s.

Falling demand for new vessels and fierce, often unbearable competition from neighbouring countries, are starting to hurt and could force even more builders out of business than in the last recession, say experts.

After a 10 per cent drop in fiscal 1981 (April 1981-March 1982), new orders received by

Japanese builders by 60 per cent to 1.95m gross tons (gt) in the first half of fiscal 1982, against the same period last year.

According to the Ministry of Transport, the total could dip below 4m gt for the 12 months ending next March, bringing it close to the record low of 3.2m gt in 1978 and to well under half the 8.4m gt booked in 1981.

Statistics for exports, normally representing 70 to 80 per cent of production, are especially grim. Figures released by the Japan Ship Exporters' Association show that orders amounted to 1.2m gt in the first half of fiscal 1982, well down proportionately from a total of 4.1m gt in 1981 and 7.3m gt in the 1978 peak year.

The order backlog has shrunk to about a year. Builders are accepting delivery postponement requests from owners to spin out the work in hand and moves

are under way to trim manpower levels in some yards.

Prices are being cut, but the industry is carefully avoiding suicidal competition on the scale of the last slump. Output capacity and therefore overheads are lower now and the repercussions of prices being driven down by an estimated 50 to 60 per cent, barely covering materials costs, have not been forgotten.

Quotations for 35,000 dwt conventional bulk carriers, for example, are said to have come down by 30 per cent from their 1979 level and the industry feels that the major yards at least will not go further than the 1978 peak year.

Alternatives to excessive price cutting, enabling financially sound builders to continue operating at the break-even point of 70 to 75 per cent of capacity until orders pick up again, suggests one expert, are either hire purchase or "stock boat" construction of bulk carriers of 33,000 to 40,000 dwt, for which there is always steady demand, if it can be planned.

## Mini-boom

Bolstered by the order "mini-boom" of 1979 to 1981, most of the seven leading builders achieved spectacular sales and profits last year, shedding most loss-making orders and should sustain their financial performance in 1982, predicts International Business Information, a Tokyo-based economic research firm.

The last depression in the industry was dealt with by two measures, set up by the Ministry of Transport. One was for 61 companies, with facilities for building vessels of 5,000 dwt and over, to scrap 35 per cent of their capacity by March 1980. The target was slightly exceeded theoretically, but the increased demand that increased production has restored some capacity in practice.

The second step was the formation in 1979 of a three-year anti-recession cartel of under 40 builders, which succeeded in reducing average operating rates against their previous peak year by 38 per cent in 1979 and 1980 and 51 per cent in 1981.

These two measures nearly

restored some capacity in practice.

It is an unfortunate coincidence that just when order books are emptying, the metal builders' profits soaring, there is no point in applying to the Fair Trade Commission for an extension—and that as part of its attempt to narrow its huge budget deficit, the Government has withdrawn the interest differential subsidy, granted on

halved the industry's labour force, halted the price war—allowing prices to rise by 50 per cent between the second half of 1979 and the first quarter of 1981—and accelerated major companies' efforts to diversify their activities into other areas, such as offshore oil rigs, module plants for export and land machinery.

The shift has been so marked that experts describe the leading concerns as general engineering firms, rather than shipbuilders. The classic case is Mitsubishi Heavy Industries (MHI). In fiscal 1981, shipbuilding and steel structures accounted for only 12 per cent of its total sales.

For some of the smaller companies, many of them concentrated in the Inland Sea area, the last slump was particularly disastrous. Some 25 shipbuilders were declared bankrupt in the first year of 1979, and the total either closed down or absorbed by competitors as a result of the crisis was thought to be well over 50.

Now the next recession is approaching fast, builders are anxiously looking for ways to maintain their operations, wondering if more capacity will have to be scrapped to keep them afloat. Some builders believe no more paring can be done, primarily because of the difficulty of laying off staff in Japan, the low expected natural wastage, and the difficulty of transferring employees to other divisions, also suffering from flagging demands.

Others believe another 30 to 30 per cent should be scrapped from the present 12.65m capacity. So far, the government has not produced a contingency plan, but the Shipping and Shipbuilding Rationalisation Council, an advisory body to the Ministry of Transport, is expected to submit a series of proposals next year.

It is an unfortunate coincidence that just when order books are emptying, the metal builders' profits soaring, there is no point in applying to the Fair Trade Commission for an extension—and that as part of its attempt to narrow its huge budget deficit, the Government has withdrawn the interest differential subsidy, granted on

about 50 per cent of world shipbuilding orders.

Japan's share eased back to 45 per cent in calendar 1981, according to Lloyd's Register of Shipping, compared to South Korea's 8 per cent. In the first six months of this year, Japan's share fell again to 47 per cent, while South Korea's doubled to 16 per cent.

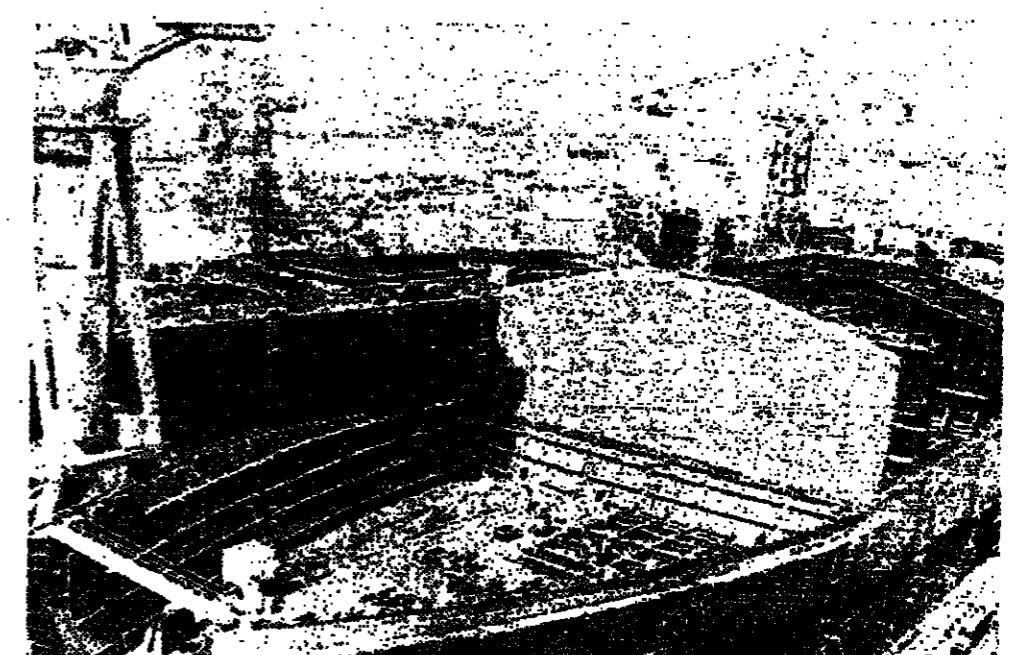
As it is not a member of the Organisation of Economic Development and Co-operation, South Korea is bound by none of the constraints on capacity build-up and financing terms Japan and the other industrialised countries have to comply with.

And, moreover, South Korea's denominated in dollars, practice Japanese builders renounced before the 1973 oil crisis, when the sudden

strengthening of the yen cost them about Y255bn in foreign exchange losses.

The recent weakness of the yen appears not to have helped Japan win overseas orders and, although the industry stuck to its yen quotations for a long time, companies are now bowing to market forces and bidding in dollars.

Two builders, MHI and



Shipbuilding at Mitsubishi's Yokohama Shipyard & Engine Works

Nippon Kokan (NKK), have found the switch rewarding, as they each have secured a dollar-based contract for a container ship from the European-South American Lines consortium.

The Ministry of Transport determined to avoid another round of heavy foreign exchange losses, is pressuring other builders not to follow the example.

The consequences for companies entirely dependent on shipbuilding for their revenue could be severe, whereas at least diversified groups could offset any currency losses they might incur by gains in other areas of their operations.

The temptation to quote in dollars is understandable. Of the international tenders called last year for about 50 vessels Japan did not win one. Although it has done a bit better this year, despite the decline in tenders, recently Hitachi Zosen and Sasebo-Kurushima and MHI were underbid by Hyundai Heavy Industries of South Korea for an order for four Panamax tankers from the Indian Shipping Corporation.

Hyundai's price was understood to be more than 10 per cent lower than the Japanese and it offered two years' grace on top of the eight and a half year deferred payment period.

## Rivalry

The paradox in the rivalry between the nations is that South Korea is employing exactly the same tactics as Japan did, when its shipbuilding industry was in its infancy. In the early stages, South Korea received technology from Japan but, when the competition started to bite, such requests were instantly rejected.

Lamenting its lack of government export subsidies, it was then Japan's turn to cry "dumping." None the less, signs of peaceful co-existence are appearing. Last month, a delegation of Japanese builders visited Seoul for talks with their South Korean counterparts, as a first stage in thawing the icy relations.

For the moment the Japanese still lead in the construction of sophisticated vessels, although they suffered a blow last year when South Korea won a contract for a series of container ships. The major companies intend to continue focusing on high-technology, high value-added vessels, such as liquefied natural gas carriers and highly

automated energy saving ships and will develop further their prised—and exported—product technology.

Noted for its computer controlled assembly lines, Japan pioneered series construction and the block method of giant tanker production, while its automated welding is regarded as the finest in the world. The industry, under the auspices of the Shipbuilders' Association of Japan, has begun work on a project to increase automation and the use of robots, the ultimate target being virtually unstaffed yards. In their effort to improve energy efficiency, major companies have broadened the emphasis from engine performance alone to include hull and propeller design as well.

Builders are bracing themselves for the worst, but take refuge in the hope that their proven reliability and high quality work will still entice some owners to pay a premium for placing orders in Japan, especially for high-technology vessels.

Some also look to developing countries' fleet expansion plans as a source of contracts. However, isolated displays of optimism do little to alleviate the general conviction that the next few years could be the most devastating the industry has ever known.

## Research into six areas spearheads new strategy

NEW MATERIALS  
RODERICK ORAM

WORK ON new metals, plastics, ceramics and other materials has rapidly become a cornerstone of Japan's industrial strategy for the 1980s and

1990s. This search for materials with superior qualities and economics was formalised last year when the Ministry of International Trade and Industry helped shape the most promising fields.

MITI set up a 10-year programme to co-ordinate research into six types of materials:

- High performance ceramics, mainly for operating at more than 1,200°C in internal combustion and jet engines.
- Synthetic membranes for new osmotic techniques to separate out solids from liquids and gases in pollution control.
- Electrically conductive polymeric materials for use, for example, as plastic substitutes for metal cables.

● High performance engineering plastics which, for example, would be suitable to substitute for aluminum.

● Advanced alloys with aligned crystals, single crystal or even amorphous (i.e. glassy) composition. Uses of these metals range widely from high stress parts such as turbine blades to superconductors.

The sixth area is advanced composites ranging from carbon fibre reinforced plastics to ceramic fibre reinforced metals which, along with a rapidly expanding titanium industry, are seen as essential by the Japanese for developing an indigenous aircraft manufacturer.

MITI plans to spend Y53bn (£125m) on these six programmes over 10 years in its own laboratories. These are co-operative efforts, however, involving private sector corporate research which will raise the total spending anywhere from six to 10 times.

In comparison, the UK Government intends to spend similar sums on new materials research but Britain has a far more modest industry multiplier, believes Dr N. A. Waterman of Michael Neale and Associates, a Farnham firm of consulting engineers.

## Broad goals

Dr Waterman and Dr Anthony Kelly, Vice-Chancellor of the University of Surrey, were recently in Japan on a Department of Industry sponsored study of new materials. Their findings are to be published soon by the Fellowship of Engineering.

The broad goals of the MITI programme are few and simple, though the problems to be solved are many and hard. The Japanese want materials which are (a) light but strong; (b) functional at high temperatures; (c) have superior electrical and magnetic properties and (d) are energy efficient to make and use—the decimation of Japan's aluminium industry by soaring energy costs has driven home the last point.

The programmes are broad investigations, not narrow pro-

jects for specific products. MITI will generally hold patents on the fruits of research. The corporate sector will pay modest patent fees to exploit the fruits for commercial ends.

New materials are a growth sector in their own right. Japanese production of carbon fibre, optical fibre, new ceramics and polymers totalled Y237bn in 1980, according to the Nomura Research Institute.

The figure is inflated by a high proportion of less-than-exotic polymers rather than those of the new generation under development. Nomura forecasts that output will grow at 21 per cent a year to be worth Y615bn in 1985 and then by 30 per cent a year to Y2,300bn in 1990.

This rate of growth obviously reflects far wider efforts than those under MITI's wing. Toyota Motor, for example, spent Y100m last year on research and development into new materials for electronics, or about two-thirds of its R and D budget. Here is a rundown of Japanese trends in some of the main areas. Carbon fibre: This is the classic example of Japanese commercialisation of a new technology. Until 1984, the U.S., UK and Japan were level pegging on CF. In 1970 Toray began commercial production in Japan with technology licensed from Union Carbide of the U.S.

Today Toray is the world's largest producer and with its Japanese competition accounts for about half the world's production. The Japanese are the lowest cost producers and are highly rated. Boeing, for example, is a big customer for Toray CF.

Attention has turned to ceramic applications in engines. A metal diesel engine would melt if it was not cooled down to 800°C by carrying away heat equal to about one-third of its combustion energy. Ceramic operating over 1,500°C would be smaller, lighter and more efficient.

## Ceramic engines

Kyocera has been working on ceramic engines since 1977 and has ceramic engine parts in production. Nippon Steel and Nippon Carbide and aluminium oxide fibre reinforced aluminium cylinder head was demonstrated this autumn at a technical conference in Japan.

Ceramics: Baking common minerals such as alumina under high temperature and pressure produces an exceptionally hard but brittle material capable of withstanding high operating temperatures. Old fashioned ceramics are insulators in spark plugs; more recently developed ones house integrated circuits. Kyocera (formerly Kyoto Ceramic) dominates the world market for the latter.

Attention has turned to ceramic applications in engines. A metal diesel engine would melt if it was not cooled down to 800°C by carrying away heat equal to about one-third of its combustion energy. Ceramic operating over 1,500°C would be smaller, lighter and more efficient.

Like composites, ceramics present a host of manufacturing problems. High cost is one adverse factor although moves afoot to sinter at normal pressures will help a lot. Super ceramics such as silicon carbide are so hard as to be almost impossible to machine. Castings are tricky because ceramics shrink so much when sintered.

Metals: The day is far from over for metals, although new energy-saving production techniques such as metal powders will change the business. Even more complex manipulation of atomic structures should yield tailor-made alloys. Significantly, stealmakers are seeing materials in a wider context. Nippon Steel, for example, boosted last year its research on carbon and other fibres and their composites with a view of offering a broader range of materials than just steel.

At the commercial heart of all this materials research is the Japanese attitude towards profit, according to Dr Kelly who, with Dr Waterman, is writing the Fellowship of Engineering study. Foreigners ask where is the profit in new materials, while the Japanese accept the high cost of developing materials and applications. Once they have achieved dominance in the market, they reap their profits.

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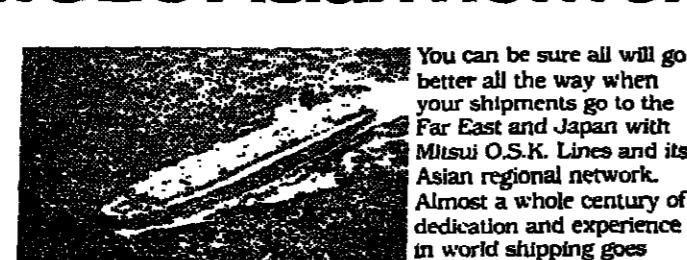
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## JAPANESE INDUSTRY IX



These mobile guided missile carriers demonstrate the country's growing military potential

## Policy switch could benefit electronic sector

## DEFENCE

JUREK MARTIN

THE POLITICAL and constitutional inhibitions that have made the post-war Japanese defence industry almost indifferent in comparison with the drive of similar and less sensitive sectors may be on the verge of breaking down.

This will not necessarily mean the re-emergence of Japan as a major military force in its own right or even as a first rank international arms merchant, but it is now reasonable to foresee that, in certain specialised sectors, especially those with electronics application, Japan could become a significant supplier of military hard and software.

Among the considerations holding Japan back and the shifting current realities are its constitutional limiting the Japanese military's role to national self-defence. The new Prime Minister, Mr. Yasuhiro Nakasone, and a substantial body of thought in the ruling Liberal Democratic Party are talking of reviewing the informal Cabinet policy decision of 1976 that defence spending should not exceed 1 per cent of gross national product. This is a ceiling which is about to be breached, partly because Japanese economic growth has slowed. Another outstanding 10-year-old policy, effectively prohibiting arms exports, may also be bending under U.S. pressure.

## Cautious move

It so happens that the Japanese body politic, which is probably moving cautiously to the right, appears less inclined to take a direct pressure on defence from the U.S. and, under the Reagan Administration, this pressure has increased markedly. Specifically, the U.S. wants Japan sharply to raise its defence budget, not an easy political decision for the Japanese Government in the

light of its current budgetary problems.

The U.S. wants Japan to take a more active air and sea role in policing the 1,000-mile sea lanes around its borders, thus theoretically freeing the U.S. Seventh Fleet to move, if necessary, in a Middle Eastern direction.

The U.S. also wants Japan to agree to technological military collaboration, which could entail breaking the arms export embargo policy.

The Nakasone Government, intent on keeping relations with the U.S. on a close footing, may give in some or all of the above demands.

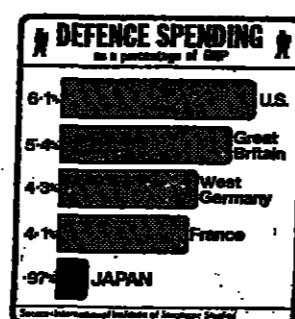
Given this political and strategic framework, the Japanese defence industry could assume new life. It is not insignificant already, in spite of the popular image that Japan possesses inferior military capability.

Defence spending in nominal terms puts Japan in the world's top ten. However, both the U.S. and European governments have repeatedly maintained that the obscene of the need to sustain a large military establishment has freed Japan to concentrate on trade—with all the well-known consequences.

What is evident is that the Japanese defence industry is, surprisingly, not especially profit-oriented. The Government has, by its own standards, been relatively niggardly in its research and development financing, and in its permitted profit margins for defence contractors. As a result, none of the major defence contractors has more than 10 per cent of its overall business activities invested in defence.

It is often said in Japan that the involvement of industrial giants, like the Mitsubishi group, Ishikawajima-Harima, Kawasaki, and Toshiba, reflects their "patriotism" more than anything else, since the economies of scale to date have not made commercial sense.

Under current budgeting plans, which may be improved by the new Government, the defence allocation



Source: International Institute of Strategic Studies

## Aviation projects

At present, the principal defence projects centre on aviation, and they reflect Japan's close American connections.

Japan is producing under licence 128 McDonnell Douglas F/A-18 (designed to replace the F-4 as Japan's main fighter), over 70 Lockheed F-104 anti-submarine patrol aircraft, and Bell helicopters. Principal contractors are the Mitsubishi group, Kawasaki, Ishikawajima-Harima, and Fuji, but with widespread subcontracting.

The MTX jet trainer project is under the shared development of Kawasaki, Mitsubishi, and Fuji. It must be remembered that Japan has not really had an effective domestic aviation industry since the war, and expansion of military aircraft development could assist in the planned emergence of a Japanese civilian aircraft industry by the turn of the century.

Yet, the greatest interest centres on the military application of the acknowledged Japanese sophistication in electronics. Already, the

Japanese Government has shown a predilection for encouraging domestic manufacturers when it contracted for Toshiba's short-range surface-to-air missile in preference to the more tested British Rapier and the joint U.S.-European Roland.

In August, the Defence Agency disclosed its intent to procure a shore-to-ship missile for the ground forces, with Mitsubishi as the likely lead contractor.

If the U.S. interest in Japanese missile development is strong, it may be more acute in the early warning radar field. The leaders here are again familiar industrial names—Nippon Electric, which built the existing Badge system, Hitachi, Fujitsu and Toshiba.

It must be stressed that, while the political considerations seem to be moving inexorably, if slowly, in the direction of more positive action for Japan, they are not set in concrete. In defence, as in other areas, the American influence is paramount.

With Japan moving haltingly towards assumption of a wider role, both regionally and globally, a change in signals from Washington (through a different administration, for example, or through a marked reduction in East-West tensions) could alter Japanese perceptions. So, too, could a shift in the domestic political mood, which, particularly with regard to military spending, is still a highly charged issue.

TOP TEN SUPPLIERS To defence agency (fiscal '80) in Yen	
1. Mitsubishi Heavy Industries	234,500
2. Ishikawajima- Harima H.L.	108,900
3. Kawasaki H.L.	81,100
4. Mitsubishi Electric	32,400
5. Fuji	32,300
6. Nippon Electric	22,500
7. C. Itoh Aviation	14,100
8. Nippon Oil	13,000
9. Japan Steel Works	12,200
10. Sumitomo H.L.	12,000

Source: International Institute of Strategic Studies

## Preparing for the next century

## AVIATION

WALTER W. MILLER

AIRCRAFT manufacturing—an industry dominated internationally by the U.S. and Europe—may soon be faced with a serious challenge from Japan.

The Ministry of International Trade and Industry has designated aircraft production as a "target industry of the 21st century," setting the industry the aim of becoming competitive with Western manufacturers by 2010.

The industry's growth in recent years has been heavily dependent on defence contracts for Germany's Defense Agency. Manufacturers are gearing up to produce 75 F-15J jet fighters and 50 P-3C anti-submarine patrol planes under a \$17bn Government contract.

There is the likelihood, too, of further orders from the new Government. Prime Minister Yasuhiro Nakasone speaking at his first news conference since assuming office recently asserted that the Government may spend more money on defence.

He said "I understand the argument put forward by the U.S. and its European allies that Japan should increase its military spending now that it has become a great economic power."

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Aviation analysts expect Japan to become the third source, behind the United States and Western Europe (represented by Airbus Industrie—a consortium comprising British, French and West German interests), for commercial airplanes.

Just when this will happen is the big question. Although Boeing, the giant U.S. aircraft maker, recently introduced the newest commercial jetliner, the 767, analysts point out that many airline companies are pushing the industry for another passenger jet to fill a gaping hole in the market—a single-aisle twin-engine jet with 150 seats.

The Japanese are expected to play a major role in the development of such an aircraft, analysts say. They could either do it alone, or more likely join either with Boeing or Airbus Industrie, sharing in the financial risks and responsibilities in construction of the aircraft.

Some significant steps already taken by Japan include:

- Three Japanese aircraft manufacturers were formed into a consortium to build part of the body of the 767.

- With Britain's Rolls-Royce, a 50-50 partnership was formed to develop a new jet engine. One of this, Japan gains advance aircraft engine technology.

- Two Japanese companies have joined with the United States on the so-called "YXX" project to develop and produce the next generation passenger jetliner.

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## More research into genetic engineering techniques

## BIOTECHNOLOGY

JEFFREY BROWN

BIOTECHNOLOGY in Japan has a research base that includes a large number of major drug and chemical companies. Like its counterparts in Britain and France, the industry is subject to government planning but the main driving force behind its development remains free market forces.

At around \$14bn a year, the Japanese market for drugs and medical diagnostics is the second largest in the world after the U.S. Japan today is responsible for something like a fifth of all new drugs under development, which is the sort of medical background that could be expected to have biotechnological spin-offs.

Recent research shows that Japan has nearly six times as many patents on inventions in biotechnology outstanding than the U.S.

The Keidanren, Japan's equivalent of the CBI, believes that some 113 major companies are working on some aspect of biotechnology. About a quarter of these can be said to be researching vanguard genetic engineering techniques. The Keidanren also says that a further 49 of the companies in its review are about to set up genetic engineering operations.

The threads of the industry are diffuse, however, and in

order to promote more concerted application the Ministry of International Trade and Industry (MITI) went into action last year. The MITI is to provide \$100m of government funds for a project aimed at "basic technology for future industries."

The programme is spread over 10 years but it is plainly seen as a lead up to the next century by which time—if all goes well—today's laboratory techniques will be much closer to factory production.

The government money is being pumped into the research centres of 14 companies within Japan's drug, food and chemical industries. They include such prestigious names as Mitsubishi, Mitsui, Asahi, and Sumitomo, and all are members of the Biotechnology Development Technical Association. The MITI has picked out three fields for specific research, gene-splicing, mass cell culture and bio-reactors.

The Long-Term Credit Bank of Japan recently took a look at Japanese biotechnology in its monthly review. From the pharmaceutical industry, the bank picked out Takeda Chemical, Green Cross and Wakunaga Pharmaceutical for special mention.

Takeda Chemical is the biggest drug company in Japan and its main thrust into technology has been in the development of interferon. Takeda has been working in tandem with the Swiss group Hoffmann-La

Roche, which in turn is licensed by Genentech of the U.S. for the development of recombinant DNA-derived interferon.

Takeda and Roche split their development costs down the line in January of this year to the formation of Takeda of an interferon production facility with the capacity to turn out 1,000 units per month. Full scale clinical trials began this autumn.

The company's research efforts in the fields of recombinant DNA techniques, cell fusion and mass cell culture have recently been concentrated into a single research institute.

Wakunaga has produced its own form of interferon and has also developed secretin, the human gastro-intestinal hormone, by its own technology.

Green Cross has been working on serum albumin and interferon through a tie-up with Genentech of the U.S.

The Long-Term Credit Bank makes the point that among chemical companies in Japan the biotechnology development race is being won by Mitsubishi Chemical. The company tends to concentrate on drug work but is also planning the mass production of chemicals. It got into the business early, setting up the Mitsubishi-Kasei Institute at the beginning of the 1970s.

This institute is relatively unique for a privately owned institute. It has a staff of more than 200 scientists, and has made new discoveries relating to DNA gene-splicing enzymes, and heat resistant bacteria.

## Fermentation

Leading the biotechnology challenge from the foods industry is Ajinomoto which is able to call upon a vast experience of the fermentation business.

The company is the world's largest producer of amino acids but it faces plenty of competition from within Japan.

Ajinomoto, which commands a substantial stock market following outside Japan, is a participant in the MITI's new fuel development projects. Efforts in this direction are geared to the development of a fermentation process for the continuous production of ethyl alcohol through genetically engineered bacteria.

The company has been cultivating close links with engineering groups like NKK in order to pool fermentation and genetic engineering know-how with plant engineering technology seemingly along the lines of development work being undertaken in the U.S. by Fluor Corporation and Genentech.

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## JAPANESE INDUSTRY X

## Cost of raw materials blunt competitive edge

## TEXTILES

CHARLES SMITH

JAPAN'S man-made fibre industry, although still one of the world's largest, is in gradual retreat from its former position of supremacy. That does not mean that the industry is about to lie down and die. Major fibre manufacturers such as Toray, Teijin, Asahi Chemical and others are trying to find new and more imaginative and successful diversification programmes to be found anywhere in Japanese industry, using the know-how acquired in fibre manufacture as a base for moving into many new and promising areas.

The reasons why Japan's man-made fibre industry has lost its competitive edge over the last few years are not hard to find. Japan lacks indigenous raw materials for the manufacture of fibres and is having to pay far more for its imported materials today than was the case before the first (1973) oil crisis. The U.S. fibres industry, by contrast, benefits from relatively cheap raw materials because of the country's indigenous oil reserves.

## Wages higher

A second problem is wages. Wage costs in the fibre industries that have been set up in "newly industrialised" nations such as Korea and Taiwan are currently about two-thirds of those of Japan. The products turned out by the industries in such countries are less sophisticated than those produced by Japanese fibre makers but the gap between Japan and its new competitors is tending to narrow. According to Mr Hiroshi Inouka, a director of Teijin, "The Korean industry may yet catch up with us today in terms of quality and sophistication. In a few years time they could be a good deal closer to us than that."

Loss of competitive edge in "basic" or mass-produced fibres has been partially offset during the past five years by a rapid move on the part of most Japanese fibre manufacturers into what are called "differen-

tiated" fibres. The ratio of differentiated fibres in total Japanese output rose from 40.5 per cent to 57.5 per cent between 1978 and 1980 and is thought to have risen further still during the last two years. Despite this move into more specialised areas Japan's fibre exports passed their peak in both volume and value terms in 1975 and seem almost certain to go on falling. The 1981 export figure of 1,867,600 tonnes represented a 27 per cent fall from the 1975 record of 699,700 tonnes.

Japan's fibre makers have managed to stay profitable by means of a 20 per cent cut in capacity carried out over the past four years. But the overall profitability of the industry is well below the average for Japanese industry as a whole and may continue to level off gradually in future. It is against this background that each of the ten major manufacturers is pursuing an active diversification programme whose aim is to reduce fibres to a relatively small share of turnover—and an even smaller share of profits.

Diversification programmes carried out by the fibre industry fall into two main categories, according to Takata, a specialist in the industry at the Industrial Bank of Japan. The one involves the use of a company's existing resources of manpower, finance and management to move into completely new areas where attractive marketing opportunities exist. The highly successful move of Kanebo into the cosmetic industry is a classic example of such a move.

Other instances of what one company has dubbed the "hopping" diversification strategy are Asahi Chemical's entry into the prefabricated housing market and the emergence of Toyobo as a major manufacturer of electronic components. Extreme examples of "hopping" are the move of (former previous president) of Teijin into the oil prospecting business and into the motor import business as a partner of Volvo.

The second type of diversification strategy undertaken by Japanese fibre makers has been described as the "base camp" strategy and involves the use of a company's existing know-how to produce new products that have basically nothing to

do with the textile industry. Teijin, which has switched from the "hopping" to the "base camp" approach during the past few years, regards this as being the sounder long-term method of solving the industry's problems, although it admits that results can sometimes take a long time to show.

## Diversification

Typical instances of "base camp" diversification include the use by Toray and Teijin of high polymer technology originally acquired for the production of polyester yarn that provides the backing for VTR cassettes. Toray's emergence as the world's leading manufacturer of carbon fibre also took place as the result of a technology transfer from its original base in the textile industry, as did Teijin's development of its pharmaceutical division (in

this case the link was provided by monomer technology).

A slightly more complex case of technical adaption is the move by Mitsubishi Rayon into the production of plastic optical fibres. Mitsubishi used its know-how in the manufacture of MMA (a specialised plastic) to develop the fibres which form the core of its "Eksa" optical fibre and its polymer knowledge to produce the cladding.

Companies like Toray, Teijin and Mitsubishi which have chosen to stress the "base camp" approach to diversification probably rank among the heaviest R and D spenders in Japanese industry—at least so far as their new fields of development are concerned. Mitsubishi and Teijin both spend about 3 per cent of their total sales on R and D but the direction of spending is overwhelmingly towards non-textile products.

## THE TOP TEN FIBRE MAKERS

	Sales (Y bn)	Diversification ratio (%)
Toray	557	28.2
Asahi Chemical	532	64.3
Teijin	461	27.9
Unitika	215	24.6
Mitsubishi Rayon	199	42.4
Kuraray	195	25.9
Toho Rayon	78	4.5
Toyobo	317	11.1
Kanebo	276	38.4
Nitto Boseki	128	33.4

Notes: Sales are for the 12 months ended March 1982. Diversification means the percentage of a company's sales provided by products other than textiles. Certain companies, such as Asahi and Mitsubishi, have "traditional" non-textile divisions.

Source: Industrial Bank of Japan.

A handful of designers is now well established internationally

## Tokyo look wins acclaim

## FASHION

BARBARA CASSASUS

JAPAN is accustomed to capturing world headlines for its phenomenal post-war economic growth and technological achievements, but it has been startled by the sensation its fashion has caused over the past two years.

The surge of its designers' creativity, frequently compared to that of London in the 1960s, shows fashion is yet another sphere where Japan can absorb the best of the west and innovate, losing its image as an imitator by adding its own distinctive flare.

A handful of designers has been well established internationally for a number of years: Hanae Mori, the only Japanese to belong to the exclu-

sive Paris Haute Couture "Club"; Kenzo, who is based in Paris and is claimed by the French as their own; Issey Miyake and Kansai Yamamoto.

Recently, after more designers started showing their collections in Paris and New York, critics began lauding praise on Japanese fashion "per se" and buyers began coming to Tokyo to seek out more talent.

A buyer for a major London department store, on his first business trip to Japan last month, said the new wave of designers is producing directional clothes, appealing to those searching for an important fashion statement. He points to the Japanese strength in casual day wear, attuned to contemporary living, and believes Tokyo will eventually become a major fashion centre, equal to Paris, New York, Milan and London. But this would widen the fashion choice, rather than detract from the established capitals, each of which has its

own particular speciality and "look," he added.

In general, Japanese fashion is noted for its excellent workmanship, fine detailing, exciting fabrics and subdued colours together with comfortable styling giving a harmonious blend of Japanese tradition and modernity. Some designs, however, are so different and considered anti-fashion, almost a rebellion against the staunchly conservative Japanese society.

## New dimension

This is a new dimension to the trend of western-style dress supplanting the traditional kimono. Japan's designers used to have to go abroad to earn a reputation, because only top foreign labels commanded the respect of the domestic consumer and tastes focused on the classic tailored "look".

As the streets of Tokyo testify, quality classic clothes have not lost their charm, but

there is one important difference. The younger generation change their image entirely in their leisure time and don't associate with the dairin in the world. And now, with the newly-acquired status of Japanese fashion, home-bred designers' clothes carry the prestige.

The popularity of foreign design names led to an influx of imports and in the mid to late 1970s, a "licensing war" with trading companies, manufacturers and department stores vying with each other to be up with the leading European and American fashion houses. The rush has subsided.

Some in the industry say it is because there are no more available licenses, others say it is because there are no more to award. In any case, of course, consumer spending is producing a spate of discounting.

Although Japan's clothing exports rose sharply between 1978 and 1981, they are still far out

weighed by imports. There is also an irony in the attempt to break into overseas markets. Among the avant-garde designers, only a few, such as Mitsubishi Matsui of Nicole, Yohji Yamamoto of Y's and Rei Kawakubo of Comme des Garcons are making a significant sales impact in the West, either creating special collections or modifying designs and sizing to suit the different preferences and physique.

Many of the others, although pursued enthusiastically by foreign buyers, do not have the resources, nor apparently the intention to export seriously for the time being, as they have not yet realised their full potential on the domestic market.

In contrast, manufacturers now producing high-grade ready-to-wear, are expanding to find the competitive Western market hard to conquer and are re-organising their despatch systems. Foreign buyers are used to placing orders for a full season and receiving staggered deliveries. The Japanese system of piecemeal ordering and virtually immediate shipment.

The smaller designers are trying to make their collections more accessible to overseas customers. Some 13 of them are grouped together in the Tokyo Collection Office to coordinate the fashion show schedule. However, the new designs are exhibited a few weeks later—some of the garments bearing little or no relation to those previously shown—and that is when orders are taken.

A further difficulty for manufacturers is the pricing structure. In Japan, the factory and wholesale prices are worked out as a percentage of the fixed retail price, which carries a substantially lower mark-up than in the West. Furthermore, the Japanese customer often carries the risk of sales to department stores and some specialty outlet chains are mainly on consignment, with the retailers able to return unsold merchandise for credit against their next purchases.

One view is that to some, the lack of risk in selling on a firm contract basis overseas is not always taken into account during price negotiations. Domestically, too, the system is leading some manufacturers into trouble. When production and sales were expanding fast, the quantity of unsold goods was minimal. Now consumer spending is flattening out, smaller apparel firms without sophisticated inventory control systems, distribution flexibility and sufficient muscle to withstand what they see as increasingly tough terms demanded by leading retailers are finding a growing volume of goods left on their hands.

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